



**CITY COMMISSION MEETING
AGENDA FOR FEBRUARY 28, 2023
5:00 PM
CITY HALL COMMISSION CHAMBERS
300 SOUTH FIFTH STREET**

*Any member of the public who wishes to make comments to the Board of Commissioners is asked to fill out a Public Comment Sheet and place it in the box located at the end of the Commissioner's desk on the left side of the Commission Chambers. The Mayor will call on you to speak during the **Public Comments** section of the Agenda.*

ROLL CALL

INVOCATION

PLEDGE OF ALLEGIANCE

ADDITIONS/DELETIONS

PRESENTATION 2022 Love Awards

PRESENTATION Team Member Recognition

PRESENTATION City of Paducah 6 Month Financial Review - Jonathan Perkins, Finance Director

MAYOR'S REMARKS

Items on the Consent Agenda are considered to be routine by the Board of Commissioners and will be enacted by one motion and one vote. There will be no separate discussion of these items unless a Board member so requests, in which event the item will be removed from the Consent Agenda and considered separately. The City Clerk will read the items recommended for approval.

	I.	<u>CONSENT AGENDA</u>
	A.	Approve Minutes for February 14, 2023, Board of Commissioners Meeting
	B.	Receive & File Documents
	C.	Personnel Actions
	D.	Approve an Application for the National Park Service - Rivers, Trails, and Conservation Assistance Program - H. REASONS
	E.	Authorize the City Manager to issue a request for bids to replace out of date and failing computer network switches and routers - E. STUBER
	F.	Authorize the City Manager to issue a request for bids for Fire Station No. 2 - C. YARBER
	II.	<u>RESOLUTION(S)</u>
	A.	Resolution Opposing the Passage of Senate Bill 50 and House Bill 50 Relating to Partisan Local Elections
	III.	<u>MUNICIPAL ORDER(S)</u>

		A.	Approve the Relocation of Dog Parks from Stuart Nelson Park to Noble Park, Based on the Recommendation from the Sports Complex Design Team - A. CLARK
	IV.	<u>ORDINANCE(S) - ADOPTION</u>	
		A.	Approve an Interlocal Cooperation Agreement for the City of Paducah/McCracken County 2045 Comprehensive Plan - N. HUTCHISON
	V.	<u>ORDINANCE(S) - INTRODUCTION</u>	
		A.	Approve the Consensual Annexation of 2631 Holt Road - J. SOMMER
		B.	Approve a Telecommunications Franchise Agreement with OpenFiber Kentucky Company, LLC dba Accelecom - M. SMOLEN
	VI.	<u>DISCUSSION</u>	
		A.	Pickleball Court Update - D. JORDAN
		B.	Energy Project Assessment Districts (EPAD) - D. JORDAN
		C.	2022 Commission Priorities Annual Update - M SMOLEN
	VII.	<u>COMMENTS</u>	
		A.	Comments from the City Manager
		B.	Comments from the Board of Commissioners
		C.	Comments from the Audience
	VIII.	<u>EXECUTIVE SESSION</u>	

February 14, 2023

At a Regular Meeting of the Paducah Board of Commissioners held on Tuesday, February 14, 2023, at 5:00 p.m., in the Commission Chambers of City Hall located at 300 South 5th Street, Mayor Pro Tem Sandra Wilson presided. Upon call of the roll by the City Clerk, Lindsay Parish, the following answered to their names: Commissioners Guess, Henderson, Smith, and Mayor Pro Tem Wilson (4). Mayor Bray was unable to attend the meeting.

INVOCATION

Commissioner Henderson led the invocation.

PLEDGE OF ALLEGIANCE

Mayor Pro Tem Wilson led the pledge.

PROCLAMATIONS

Mayor Pro Tem Sandra Wilson, on behalf of Mayor Bray, presented a Joint Proclamation with McCracken County recognizing February 14, 2023, as Alpha Kappa Alpha Sorority Beta Omega Omega Chapter Day.

CONSENT AGENDA

Mayor Pro Tem Wilson asked if the Board wanted any items on the Consent Agenda removed for separate consideration. No items were removed for separate consideration. Mayor Pro Tem Wilson asked the City Clerk to read the items on the Consent Agenda.

I(A)	Approve Minutes for the January 17, 2023, and January 24, 2023, Board of Commissioners Meetings
I(B)	Receive and File Documents <u>Minute File:</u> 1. Order to remove Commissioner David Guess from the Office of City Commissioner dated January 17, 2023 – recorded copy <u>Deed File:</u> 1. Deed in Lieu of Foreclosure – 1721 Broad Street – MO #2679 2. Deed in Lieu of Foreclosure – 1723 Broad Street – MO #2680 3. Agreement between BellSouth Telecommunications and Quad State Internet – Reference ORD 2023-01-8757 4. Pole Attachment Agreement between Paducah Power and Quad State Internet – Reference ORD 2023-01-8757 <u>Contract File:</u> 1. McCracken County Emergency Operations Plan - 2022
(IC)	Appointment of Mary Byrne to the Paducah Area Transit System Board to replace Kiesha Curry, who has resigned. This term shall expire June 30, 2026.
I(D)	Appointment of Jill Durham and Lucia Rogers Burkart to the Civic Beautification Board, to replace Laura Kauffman and Candice Griffin who have resigned. Said terms shall expire July 1, 2025.
I(E)	Personnel Actions

February 14, 2023

I(F)	A MUNICIPAL ORDER AMENDING THE FY2022-2023 POSITION AND PAY SCHEDULE FOR THE FULL-TIME EMPLOYEES OF THE CITY OF PADUCAH, KENTUCKY (MO #2696; BK 12)
I(G)	A MUNICIPAL ORDER ADOPTING AN AMENDMENT TO THE FY2022-2023 JOB GRADE SCHEDULE FOR THE EMPLOYEES OF THE CITY OF PADUCAH, KENTUCKY (MO #2697; BK 12)
I(H)	A MUNICIPAL ORDER AUTHORIZING THE APPLICATION FOR A KENTUCKY DEPARTMENT FOR LIBRARIES AND ARCHIVES GRANT THROUGH THE KENTUCKY LOCAL RECORDS BRANCH, IN THE AMOUNT OF \$46,000, FOR THE PADUCAH FIRE PREVENTION DIVISION TO CREATE A COMPREHENSIVE RECORDS MANAGEMENT SYSTEM (MO #2698; BK 12)
I(I)	A MUNICIPAL ORDER AUTHORIZING AND APPROVING A CONTRACT BETWEEN THE CITY OF PADUCAH AND TETRA TECH IN THE AMOUNT OF \$440,000 TO ACT AS AN ENVIRONMENTAL CONSULTING FIRM RELATED TO THE EPA BROWNFIELDS GRANT, AND AUTHORIZING THE MAYOR TO EXECUTE THE AGREEMENT AND ALL DOCUMENTS RELATED TO SAME (MO #2699; BK 12)
I(J)	A MUNICIPAL ORDER APPROVING A FLEET MAINTENANCE, MOTORIZED EQUIPMENT AND EMERGENCY APPARATUS SERVICE AGREEMENT WITH THE BARLOW, KENTUCKY FIRE DEPARTMENT, TO PROVIDE FLEET MAINTENANCE SERVICES AT HOURLY RATES AND AUTHORIZING THE EXECUTION OF ALL DOCUMENTS RELATED TO SAME (MO #2700; BK 12)

Commissioner Guess offered Motion, seconded by Commissioner Henderson, that the items on the consent agenda be adopted as presented.

Adopted on call of the roll yeas, Commissioners Guess, Henderson, Smith, and Mayor Pro Tem Wilson (4).

MUNICIPAL ORDER

RELEASE AND AGREEMENT WITH WESTERN SURETY COMPANY

Commissioner Henderson offered Motion, seconded by Commissioner Guess, that the Board of Commissioners adopt a Municipal Order entitled, “A MUNICIPAL ORDER AUTHORIZING THE MAYOR TO SIGN A RELEASE AND AGREEMENT FOR \$1,413,192.14 WITH WESTERN SURETY COMPANY FOR THE COSTS ASSOCIATED WITH THE DEFAULT OF HUFFMAN CONSTRUCTION, LLC ON THE PUMP STATION #2 REHABILITATION PROJECT.”

Adopted on call of the roll yeas, Commissioners Guess, Henderson, Smith, and Mayor Pro Tem Wilson (4). **(MO #2701; BK 12)**

ORDINANCE ADOPTION

AMEND CODE OF ORDINANCES CHAPTER 98 – ARTICLES VI AND VII RELATED TO PARADES AND GENERAL ASSEMBLIES

Commissioner Smith offered Motion, seconded by Commissioner Guess, that the Board of Commissioners adopt an Ordinance entitled, “AN ORDINANCE REPEALING CHAPTER 98,

February 14, 2023

ARTICLE VI PARADES & ARTICLE VII GENERAL ASSEMBLIES OF THE CODE OF ORDINANCES OF THE CITY OF PADUCAH, KENTUCKY AND REPLACING THEM IN THEIR ENTIRETY.” This Ordinance is summarized as follows: This Ordinance repeals and replaces Chapter 98 Article VI Parades and Article VII General Assemblies of the Code of Ordinances of the City of Paducah to update and expand the definition of special events; charge the City Manager with creating and maintaining an Administrative Policy which controls the specifics related to Special Events; and update wording to clarify that all permitted events must provide a minimum of \$1,000,000 general liability coverage with the City named as additional insured.

PUBLIC COMMENT:

Mayor Pro Tem Wilson allowed Martha Emmons to make comments on the Special Events Permit Ordinance Adoption prior to the vote on the Amendment.

Adopted on call of the roll yeas, Commissioners Guess, Henderson, Smith, and Mayor Pro Tem Wilson (4). **(ORD 2023-02-8760; BK 36)**

ORDINANCE INTRODUCTION

APPROVE AN INTERLOCAL COOPERATION AGREEMENT OR THE CITY OF PADUCAH/McCRACKEN COUNTY 2045 COMPREHENSIVE PLAN

Commissioner Guess offered Motion, seconded by Commissioner Henderson, that the Board of Commissioners introduce an Ordinance entitled, “AN ORDINANCE AUTHORIZING THE MAYOR TO EXECUTE AN INTERLOCAL COOPERATION AGREEMENT BETWEEN THE CITY OF PADUCAH, KENTUCKY, AND THE COUNTY OF McCRACKEN, KENTUCKY, FOR ESTABLISHMENT OF A CITY/COUNTY COMPREHENSIVE PLAN.” This Ordinance is summarized as follows: This Ordinance authorizes the Mayor to execute an Interlocal Cooperation Agreement between the City of Paducah, Kentucky, and the County of McCracken, Kentucky, for Comprehensive Plan preparation services from Kendig Keast Collaborative. Said consulting work shall be in a contract amount of \$150,000 with the City of Paducah and the County of McCracken each paying 50% of the cost. This expenditure shall be charged to Project Account MR0087.

EXECUTIVE SESSION

Commissioner Henderson offered Motion, seconded by Commissioner Guess, that the Board of Commissioners go into closed session for discussion of matters pertaining to the following topics:

- A specific proposal by a business entity where public discussion of the subject matter would jeopardize the location, retention, expansion or upgrading of a business entity, as permitted by KRS 61.810(1)(g)

Adopted on call of the roll yeas, Commissioners, Guess, Henderson, Smith, and Mayor Pro Tem Wilson (4)

RECONVENE IN OPEN SESSION

Commissioner Henderson offered Motion, seconded by Commissioner Smith, that the Paducah Board of Commissioners reconvene in open session.

February 14, 2023

Adopted on call of the roll yeas, Commissioners Guess, Henderson, Smith and Mayor Pro Tem Wilson (4)

ADJOURN

Commissioner Henderson offered Motion, seconded by Commissioner Smith, that the meeting be adjourned.

Adopted on call of the roll yeas, Commissioners Guess, Henderson, Smith, and Mayor Pro Tem Wilson (4).

TIME ADJOURNED: 5:51 p.m.

ADOPTED: February 28, 2023

George P. Bray, Mayor

ATTEST:

Lindsay Parish, City Clerk

February 28, 2023

RECEIVE AND FILE DOCUMENTS:

Minute File:

1. Transcript of Public Hearing held on January 17, 2023
Board of Commissioners v. David Guess

Contract File:

1. Civic Plus – Municode Contract – signed by City Manager Daron Jordan
2. Agreement to pay costs of foreclosure on 1400 Bloom Avenue between City of Paducah and Hack Partners – signed by City Manager Daron Jordan
3. One-Year Renewal Agreement with Central Paving for Compost Grinding of Tree Debris and Yard Waste - See MO #2564
4. Kentucky Deferred Compensation (KDC) Joinder Agreement to participate in the KY 401(k) and KY 457 Plan – MO #2685
5. Fleet Maintenance Agreement with Barlow Kentucky Fire Department – MO #2699
6. Release and Assignment (Agreement) – Western Surety Company – Default of Huffman Construction, LLC – Pump Station #2 Rehabilitation Project – MO #2701

Financials File:

1. Paducah Water Works – Month ending January 31, 2023

Bids File:

- 1 EPA Brownfields RFQ
 - (a) LFI
 - (b) Tetra Tech * Final Selection – See MO #2699
 - (c) HDR

CITY OF PADUCAH
February 28, 2023

Upon the recommendation of the City Manager's Office, the Board of Commissioners of the City of Paducah order that the personnel changes on the attached list be approved.

Michelle Smolen

City Manager's Office Signature

2/23/2023

Date

**CITY OF PADUCAH
PERSONNEL ACTIONS
February 28, 2023**

PAYROLL ADJUSTMENTS/TRANSFERS/PROMOTIONS/TEMPORARY ASSIGNMENTS (FULL-TIME)

<u>ADMINISTRATION</u>	<u>PREVIOUS POSITION AND BASE RATE OF PAY</u>	<u>CURRENT POSITION AND BASE RATE OF PAY</u>	<u>NCS/CS</u>	<u>FLSA</u>	<u>EFFECTIVE DATE</u>
Reasons, Hope A.	Grants Administrator \$25.38/hr	Grants Administrator \$26.14/hr	NCS	Ex	January 12, 2023
<u>PARKS & RECREATION</u>					
Hardie, Nathan	Recreation Specialist \$20.58/hr	Recreation Specialist \$20.99/hr	NCS	Ex	February 23, 2023
Herndon, Emelyn M.	Senior Recreation Specialist \$22.15/hr	Senior Recreation Specialist \$22.59/hr	NCS	Ex	February 23, 2023
Morshing, Taylor	Recreation Superintendent \$32.23/hr	Recreation Superintendent \$32.88/hr	NCS	Ex	February 23, 2023
Shelton, Gregory	Maintenance Supervisor \$24.60/hr	Maintenance Supervisor \$25.83/hr	NCS	Ex	February 23, 2023
<u>POLICE</u>					
Thompson, Steven L.	Captain \$37.80/hr	Captain \$38.75/hr	NCS	Ex	February 23, 2023
Watson, Travis L.	Captain \$37.80/hr	Captain \$38.75/hr	NCS	Ex	February 23, 2023
<u>TECHNOLOGY</u>					
Shaw, Emma L.	Enterprise Resource Planning Manager \$38.25/hr	Software Manager \$38.25/hr	NCS	Ex	February 23, 2023
<u>TERMINATIONS - FULL-TIME (F/T)</u>					
<u>FIRE - SUPPRESSION</u>	<u>POSITION</u>	<u>REASON</u>			<u>EFFECTIVE DATE</u>
Harrell, Seth N.	Firefighter / EMT	Resignation			March 2, 2023
<u>PUBLIC WORKS</u>					
Winsett, James Kendale	Equipment Operator	Resignation			February 17, 2023

Agenda Action Form

Paducah City Commission

Meeting Date: February 28, 2023

Short Title: Approve an Application for the National Park Service - Rivers, Trails, and Conservation Assistance Program - **H. REASONS**

Category: Municipal Order

Staff Work
By: Hope
Reasons
Presentation
By: Hope
Reasons

Background Information: The National Park Service – Rivers, Trails and Conservation Assistance program (RTCA) supports community-led natural resource conservation and outdoor recreation projects across the nation. Their conservation and recreation planning professionals partner with community groups, nonprofit organizations, tribes, and government agencies. This partnership assists local communities in realizing their conservation and outdoor recreation vision and goals by providing a broad range of services and skills. National Park Service (NPS) staff share their expertise to help your team turn an idea into reality. They offer this assistance on an annual basis with extensions based on mutual agreement. No monetary grants are made.

Their services include:

- Define project vision and goals
- Set priorities and build consensus
- Inventory and map community resources
- Identify funding strategies
- Identify and analyze key issues and opportunities
- Develop a sustainable organizational framework
- Engage collaborative partners and stakeholders to support the project
- Design community outreach and participation
- Create project management and strategic action plans
- Develop concept plans for trails, parks, and natural resources

This technical assistance grant would assist the City with further design of the Greenway Trail, urban loop bike extensions, community input, and potentially preparing us to apply for Kentucky Trail Town designation.

Does this Agenda Action Item align with a Commission Priority? Yes

If yes, please list the Commission Priority: Trails and Bike Paths Enhancements

Communications Plan:

Funds Available: Account Name:
Account Number:

Staff Recommendation: Approve the application for technical assistance from the National Park Service - Rivers, Trails, and Conservation Assistance Program and authorize the Mayor to sign all documentation related to the application.

Attachments:

1. MO NPS – Rivers, Trails and Conservation Assistance Program 2023

MUNICIPAL ORDER NO. _____

A MUNICIPAL ORDER AUTHORIZING AN APPLICATION FOR A
TECHNICAL ASSISTANCE GRANT THROUGH THE NATIONAL PARK
SERVICE - RIVERS, TRAILS AND CONSERVATION ASSISTANCE
PROGRAM, AND AUTHORIZING THE MAYOR TO EXECUTE ALL
DOCUMENTS RELATED TO SAME

BE IT ORDERED BY THE CITY OF PADUCAH, KENTUCKY:

SECTION 1. The Mayor is hereby authorized to execute all documents necessary to apply for the National Park Service Rivers, Trails, and Conservation Assistance Program. This partnership assists local communities in realizing their conservation and outdoor recreation vision and goals by providing a broad range of services and skills. The National Park Service (NPS) Staff share their expertise to help turn an idea into reality. No monetary grants are made and no local match is required.

SECTION 2. This order will be in full force and effect from and after the date of its adoption.

George Bray, Mayor

ATTEST:

Lindsay Parish, City Clerk

Adopted by the Board of Commissioners, February 28, 2023
Recorded by Lindsay Parish, City Clerk February 28, 2023
\\mo\grants\NPS – Rivers, Trails and Conservation Assistance Program 2023

Agenda Action Form

Paducah City Commission

Meeting Date: February 28, 2023

Short Title: Authorize the City Manager to issue a request for bids to replace out of date and failing computer network switches and routers - **E. STUBER**

Category: Municipal Order

Staff Work
By: Eric Stuber
Presentation
By: Eric Stuber

Background Information: Upon completing a network assessment shortly after I arrived in July of last year, it was found that the network equipment in our outer offices is far beyond its useful life and does not meet current security or capacity requirements. Some of the switches and routers in our outer offices are 15 to 17 years old and can no longer be updated because the vendor does not support it. For context, a switch and router's useful life is approximately 7 years.

This request is phase 1 of a multi-year project to replace the network equipment (switches and routers) in all of our outer offices.

This request will replace some of the more critical network equipment and replace equipment that is currently failing. The equipment to be replaced in this phase is located at E911, Fire Station 1, Public Works, Parks, and part of the Police Department.

Does this Agenda Action Item align with a Commission Priority? No
If yes, please list the Commission Priority:

Communications Plan:

Funds Available: Account Name:
Account Number:

Staff Recommendation: Authorize the City Manager to issue a request for bids to replace out of date and failing computer network switches and routers.

Attachments:

1. MO - RFB – Network Switches and Routers Phase 1

MUNICIPAL ORDER NO. _____

A MUNICIPAL ORDER AUTHORIZING AND DIRECTING THE CITY
MANAGER TO ISSUE A REQUEST FOR BIDS TO REPLACE COMPUTER
NETWORK SWITCHES AND ROUTERS

WHEREAS, the Paducah Technology Department completed a network assessment and found that network equipment is beyond useful life and does not meet current security or capacity requirements; and

WHEREAS, the Technology Department is now ready to issue a bid for Phase 1 of a multi-year project to replace the network equipment (switches and routers) in all outer offices; and

WHEREAS, the equipment to be replaced in Phase 1 is located at E911, Fire Station 1, Public Works, Parks, and part of the Police Department

NOW THEREFORE, BE IT ORDERED BY THE CITY OF PADUCAH,
KENTUCKY:

SECTION 1. The City Manager is hereby authorized and directed to issue a Request for Bids for the replacement of computer network switches and routers.

SECTION 2. This Order will be in full force and effect from and after the date of its adoption.

George Bray, Mayor

ATTEST:

Lindsay Parish, City Clerk

Adopted by the Board of Commissioners, February 28, 2023
Recorded by Lindsay Parish, City Clerk, February 28, 2023
MO\RFB – Network Switches and Routers Phase 1

Agenda Action Form

Paducah City Commission

Meeting Date: February 28, 2023

Short Title: Authorize the City Manager to issue a request for bids for Fire Station No. 2 - **C. YARBER**

Category: Municipal Order

Staff Work By: Chris Yarber, Michelle Smolen, Daron Jordan, Steve Kyle

Presentation By: Chris Yarber

Background Information: Based on the 2020 Facility Study, Fire Station No. 2 needs sealing of the building envelope and replacement of the doors and windows. The Public Works Department worked with the City Manager's Office and Fire Chief to identify this as a high priority. This Municipal Order authorizes the City Manager to issue a request for bids for the updates needed for Fire Station. No 2.

Does this Agenda Action Item align with a Commission Priority? Yes

If yes, please list the Commission Priority: Continuous Improvement - Facilities

Communications Plan:

Funds Available: Account Name: Facilities Improvement

Account Number: PF0079

Staff Recommendation: Approval.

Attachments:

1. MO - RFB – Fire Station No. 2 Update

MUNICIPAL ORDER NO. _____

A MUNICIPAL ORDER AUTHORIZING AND DIRECTING THE CITY
MANAGER TO ISSUE A REQUEST FOR BIDS TO MAKE UPDATES TO
FIRE STATION NO. 2

WHEREAS, based on the 2020 Facility Study, Fire Station No. 2 needs sealing of the building envelope and replacement of the doors and windows; and

WHEREAS, the Public Works Department worked with the City Manager's Office and Fire Chief to identify this as a high priority; and

WHEREAS, the City Commission now wishes to authorize the City Manager to issue a request for bids for the updates needed for Fire Station. No 2.

NOW THEREFORE, BE IT ORDERED BY THE CITY OF PADUCAH,
KENTUCKY:

SECTION 1. The City Manager is hereby authorized and directed to issue a Request for Bids to make updates to Fire Station No. 2.

SECTION 2. This Order will be in full force and effect from and after the date of its adoption.

George Bray, Mayor

ATTEST:

Lindsay Parish, City Clerk

Adopted by the Board of Commissioners, February 28, 2023
Recorded by Lindsay Parish, City Clerk, February 28, 2023
MO\RFB – Fire Station No. 2 Update

RESOLUTION

A RESOLUTION OPPOSING THE PASSAGE OF SENATE BILL 50 AND HOUSE BILL 50 RELATING TO PARTISAN LOCAL ELECTIONS

WHEREAS, the Kentucky General Assembly has proposed bills in both the Kentucky Senate and the Kentucky House of Representatives to require partisan local elections for the offices of county commissioner, mayor, legislative body members, all city offices, and soil and water conservation officers; and

WHEREAS, it has been the collective experience of members of this body that the question of party affiliation is an infrequent question during a campaign, suggesting that the voters do not consider this issue a significant concern; and

WHEREAS, KRS 82.082 establishes the policy of Home Rule for cities in the Commonwealth recognizing the importance of local decision since local government can best establish the city policies and structures that work best to address local issues and problems; and

WHEREAS, in keeping with the policy of Home Rule, KRS 83A.045 currently allows local legislative bodies and boards to opt for partisan elections, giving those with the best insight into the will of their constituents the ability to make the change if it is desired by the voters; and

WHEREAS, as a Home Rule city, this Commission feels that this issue should remain a local decision, and should not be mandated upon cities; and

WHEREAS, there are currently 415 cities in the Commonwealth and only 6 of those cities have determined the need to conduct partisan elections for their local cities; and

WHEREAS, the passage of this bill and the change of 409 city elections to partisan elections will represent a departure from Home Rule governing and will cause a substantial increase in election costs and organizational efforts within jurisdictions throughout the state; and

WHEREAS, local government traditionally provides the services used by citizens on a daily basis including parks and recreation, emergency medical services, police and fire services, economic development, streets, sewers, water service, trash disposal, and other public works services which are generally local issues that do not generally follow party ideology; and

WHEREAS, these local issues and services, especially emergency services and utility services, could be at risk to increase conflict and delays if party divisions and polarization enter into local government; and

WHEREAS, cities have recognized an increased challenge in finding qualified people to serve in local elected positions and see the addition of a primary election, as well as the potential for partisan acrimony, a further hurdle in attracting good people to these positions; and

WHEREAS, this Commission has been non-partisan and has and does work very well across the board fostering cooperation between elected officials belonging to different parties; and

WHEREAS, the Commission ultimately sees no significant benefit to requiring partisan elections that would warrant the additional cost and challenges presented by the requirement.

NOW THEREFORE BE IT RESOLVED BY THE CITY OF PADUCAH, KENTUCKY, ACTING BY AND THROUGH ITS BOARD OF COMMISSIONERS AS FOLLOWS:

SECTION 1. That the City of Paducah, Kentucky urges our State Legislators to vote against House Bill 50 and Senate Bill 50, as well as any other future legislation that requires partisan elections on a local level.

SECTION 3. That this resolution shall be in full force and effect from and after this adoption.

George P. Bray, Mayor

Attest:

Lindsay Parish, City Clerk

Adopted by the Board of Commissioners, December 15, 2022
Recorded by Lindsay Parish, City Clerk, December 15, 2022
\\resoln\Oppose HB50 & SB50 – Partisan Elections

Agenda Action Form

Paducah City Commission

Meeting Date: February 28, 2023

Short Title: Approve the Relocation of Dog Parks from Stuart Nelson Park to Noble Park, Based on the Recommendation from the Sports Complex Design Team - **A. CLARK**

Category: Municipal Order

Staff Work By: Amie
Clark
Presentation
By: Amie Clark

Background Information: Authorize the Mayor to approve Municipal Order accepting the recommendation from the Sports Complex Design Team to relocate the dog parks from Stuart Nelson Park to Noble Park, in accordance with the Interlocal Agreement.

Does this Agenda Action Item align with a Commission Priority? Yes

If yes, please list the Commission Priority: Outdoor Sports Facilities

Communications Plan:

Funds Available: Account Name:
Account Number:

Staff Recommendation: Approve

Attachments:

1. MO relocation of dog park Stuart Nelson - Sports Commission

MUNICIPAL ORDER NO. _____

A MUNICIPAL ORDER ACCEPTING THE RECOMMENDATION OF THE PADUCAH/MCCRACKEN COUNTY ATHLETIC COMPLEX DESIGN TEAM TO RELOCATE THE DOG PARKS IN STUART NELSON PARK TO NOBLE PARK, IN ACCORDANCE WITH THE INTERLOCAL AGREEMENT FOR THE DEVELOPMENT AND OPERATION OF THE PADUCAH-MCCRACKEN COUNTY ATHLETIC COMPLEX

WHEREAS, the City of Paducah, the County of McCracken, and the Sports Tourism Commission entered into an Interlocal Cooperation Agreement for the Development and Operation of the Paducah-McCracken County Athletic Complex (hereinafter “Interlocal Agreement”) on September 7, 2022; and

WHEREAS, Section 1.5 of the Interlocal Agreement identifies specific requirements related to the existing dog parks at Stuart Nelson Park; and

WHEREAS, the Paducah/McCracken County Athletic Complex Design Team has recommended that the dog parks in Stuart Nelson Park be moved to Noble Park, in accordance with the Interlocal Agreement.

NOW, THEREFORE, BE IT ORDERED BY THE BOARD OF COMMISSIONERS OF THE CITY OF PADUCAH, KENTUCKY, AS FOLLOWS:

SECTION 1. The City hereby accepts the recommendation of the Paducah/McCracken County Athletic Complex Design Team to relocate the dog parks in Stuart Nelson Park to Noble Park in accordance with the Interlocal Agreement.

SECTION 2. This order shall be in full force and effect from and after the date of its adoption.

George Bray, Mayor

ATTEST:

Lindsay Parish, City Clerk

Agenda Action Form

Paducah City Commission

Meeting Date: February 28, 2023

Short Title: Approve an Interlocal Cooperation Agreement for the City of Paducah/McCracken County 2045 Comprehensive Plan - N. HUTCHISON

Category: Ordinance

Staff Work
By: Nicholas
Hutchison
Presentation
By: Nicholas
Hutchison

Background Information: The City and the County currently operate separate Planning Commissions and have adopted separate Comprehensive Plans. The City and County have requested proposals for a Joint Agency Comprehensive Plan that will be implemented through each governing body. The Joint Comprehensive Plan would allow the City and County to provide an innovative and implementable Comprehensive Plan to the citizens of Paducah and McCracken County in a more efficient, economical and beneficial manner. The Interlocal Cooperative Agreement establishes the parameters of the joint agreement moving forward.

Both parties have selected Kendig Keast Collaborative for the preparation of the document pursuant to Kentucky Interlocal Cooperation Act KRS65.210. The project cost for the planning document is \$150,000 as outlined in Section D, Page 22, Cost Estimate of the Proposal for RFP 2022-001 McCracken County and City of Paducah, Kentucky Comprehensive Plan, attached hereto as Exhibit "A". The funding formula shall be as follows: Upon receipt of an invoice from Kendig Keast Collaborative, the City shall invoice the County 50% of invoice amount. Total payments from the City or County shall not exceed \$75,000 each, with equals 50% of the \$150,000 contract amount outlined in Section D, Page 22. Additional expenses not outlined in Section D, Cost Estimates of the Proposal for RFP 2022-001 McCracken County and City of Paducah, Kentucky Comprehensive Plan, will be paid equally by the City and County as long as those expenses do not exceed 5% of the contract amount of \$150,000.

Does this Agenda Action Item align with a Commission Priority? Yes

If yes, please list the Commission Priority: Community Growth

Communications Plan:

Funds Available: Account Name: Comprehensive Plan Professional Service Consulting

Account Number: MR0087 000 20000 20005

Staff Recommendation:

Attachments:

1. ORD interlocal cooperation agreement - 2045 Comprehensive Plan
2. ILA Comp Plan

3. Proposal for RFP 2022-001 McCracken County and Paducah Comprehensive Plan_KendigKeastCollaborative_20221102 - Indexed

ORDINANCE NO. 2023-____ - _____

AN ORDINANCE AUTHORIZING THE MAYOR TO EXECUTE AN INTERLOCAL COOPERATION AGREEMENT BETWEEN THE CITY OF PADUCAH, KENTUCKY, AND THE COUNTY OF McCRACKEN, KENTUCKY, FOR ESTABLISHMENT OF A CITY/COUNTY COMPREHENSIVE PLAN

WHEREAS, the City of Paducah and the County of McCracken currently operate separate Planning Commissions and have adopted separate Comprehensive Plans; and

WHEREAS, the City and County have requested proposals for a Joint Agency Comprehensive Plan to provide an innovative and implementable Comprehensive Plan to the citizens of Paducah and McCracken County in a more efficient, economical and beneficial manner; and

WHEREAS, the City and County now wish to enter into an Interlocal Cooperation Agreement in accordance with the Kentucky Interlocal Cooperation Act KRS 65.210, et seq, for the purpose of setting out the roles and responsibilities of each entity and selecting the company that will create the Comprehensive Plan.

NOW, THEREFORE, BE IT ORDAINED BY THE CITY OF PADUCAH, KENTUCKY:

SECTION 1. That the Mayor is authorized to execute an Interlocal Cooperation Agreement between the City of Paducah, Kentucky, and the County of McCracken, Kentucky, in substantially the form attached hereto and made a part hereof (Exhibit A) for Comprehensive Plan preparation services.

SECTION 2. That the City of Paducah and County of McCracken will cooperatively consult with Kendig Keast Collaborative for the preparation of a City of Paducah/McCracken County 2045 Comprehensive Plan.

SECTION 3. That said consulting work shall be in a contract amount of \$150,000 with the City of Paducah and the County of McCracken each paying 50% of the cost. This expenditure shall be charged to Project Account MR0087.

SECTION 4. This ordinance shall be read on two separate days and will become effective upon summary publication pursuant to KRS Chapter 424.

George Bray, Mayor

ATTEST:

Lindsay Parish, City Clerk

Adopted by the Board of Commissioners, February 14, 2023
Recorded by Lindsay Parish, City Clerk, February 14, 2023
\\ord\\interlocal cooperation agreement – 2045 Comprehensive Plan

Exhibit A

CITY OF PADUCAH/MCCRACKEN COUNTY 2045 COMPREHENSIVE PLAN

INTERLOCAL COOPERATION AGREEMENT

THIS AGREEMENT made and executed by and between the City of Paducah, Kentucky, a City of second class of the Commonwealth of Kentucky (City) and the County of McCracken, Kentucky, a County of the Commonwealth of Kentucky (County).

WITNESSETH:

WHEREAS, the City and County currently operate separate Planning Commissions and have adopted separate Comprehensive Plans; and

WHEREAS, the City and County will jointly consult for a Comprehensive Plan while operating separate Planning Commission; and

WHEREAS, a joint City/County Comprehensive Plan would allow the City and County to provide an innovative and implementable comprehensive plan to the citizens of Paducah and McCracken County in a more efficient, economical, and beneficial manner;

NOW, THEREFORE, in consideration of the foregoing premises, and for other good and valuable consideration, the legal adequacy and sufficiency of which is hereby acknowledged by the parties, the City and County do hereby covenant and agree as follows:

1. PURPOSE. Pursuant to the Kentucky Interlocal Cooperation Act KRS 65.210, et seq, the City and County do hereby agree to cooperatively consult with Kendig Keast Collaborative for the preparation of a City of Paducah/McCracken County 2045 Comprehensive Plan.
2. ADMINISTRATION. The cooperative agreement shall be administered by the McCracken County Community Development Project Manager and the Director of Planning, City of Paducah.
3. BUDGET/FUNDING. The project cost for the Comprehensive Plan is \$150,000 as outlined in Section D, Page 22, Cost Estimate of the Proposal for RFP 2022-001 McCracken County and City of Paducah, Kentucky Comprehensive Plan, attached hereto as Exhibit "A."
 - a) The funding formula shall be as follows: Upon receipt of an invoice from Kendig Keast Collaborative, the City shall invoice the County 50% of invoice amount. Total payments from the City or County shall not exceed \$75,000 each, which equals 50% of the \$150,000 contract amount outlined in Section D, Page 22, Cost Estimate of the Proposal for RFP 2022-001 McCracken County and City of Paducah, Kentucky Comprehensive Plan.
 - b) Additional expenses not outlined in Section D, Cost Estimate of the Proposal for RFP 2022-001 McCracken County and City of Paducah, Kentucky Comprehensive Plan, will be paid equally by the City and County as long as those expenses do not exceed 5% of the contract amount of \$150,000.

4. PLAN COMPLIANCE. The joint City/County Comprehensive Plan shall be completed in compliance with KRS 100.183 through KRS 100.197.
5. PLAN REVIEW. The City and County agree to review the Plan every five years as required by KRS 100.197 and to comprehensively and jointly review all such information as required to make joint recommendations on the amendments to the City/County Comprehensive Plan.
6. DURATION OF AGREEMENT. This agreement shall remain in full force and effect for a period of 20 year(s). Such term shall automatically renew for additional 5-year periods unless either the City or the County terminates this Agreement. Either party may terminate the Agreement by providing to the other a 12-month prior written notification of such governmental unit's intent to terminate this agreement. In the event of an early termination, the City and County shall jointly own, and each shall have a right to receive and retain any and all work done by Kendig Keast Collaborative pursuant to this agreement.
7. MISCELLANEOUS PROVISION. This Agreement represents the entire understanding and Agreement reached between the parties, and all prior covenants, agreements, presentations, and understandings are merged herein. This Agreement shall be fully binding upon the parties hereto and shall be deemed fully enforceable in accordance with the terms and provisions hereof. If any provision of this Agreement shall be held invalid or unenforceable under any applicable laws, such invalidity shall not effect any other provision of this Agreement.
8. EFFECTIVE DATE. The effective date of this Agreement shall be on the date when said Agreement is executed by both the City and County.

WITNESS these signatures of the undersigned

KENTUCKY DEPARTMENT FOR LOCAL GOVERNMENT

By

Title

CITY OF PADUCAH, KENTUCKY

By

Title

McCRACKEN, COUNTY, KENTUCKY

By

Title

STATE OF KENTUCKY)

COUNTY OF _____)

The foregoing instrument was acknowledged before me this _____ day of _____, 2023, by _____ (title), of the Kentucky Department for Local Government.

My commission expires _____.

Notary Public, State at Large

STATE OF KENTUCKY)

COUNTY OF _____)

The foregoing instrument was acknowledged before me this _____ day of _____, 2023, by Craig Clymer, Judge/Executive, of McCracken, Kentucky, on behalf of Said County.

My commission expires _____.

Notary Public, State at Large

STATE OF KENTUCKY)

COUNTY OF _____)

The foregoing instrument was acknowledged before me this _____ day of _____, 2023, by George Bray, Mayor of the City of Paducah, Kentucky, on behalf of the City.

My commission expires _____.

Notary Public, State at Large

Proposal for RFP 2022-001

McCracken County and City of Paducah, Kentucky Comprehensive Plan

November 2, 2022



Prepared by Kendig Keast Collaborative
In association with Kaskaskia Engineering Group, LLC

Point of Contact:
Gary Mitchell, FAICP
281.721.4105
gary@kendigkeast.com



KENDIG KEAST
COLLABORATIVE

towns and cities from coasts to plains



A. LETTER OF TRANSMITTAL

KENDIG KEAST
COLLABORATIVE

1415 Highway 6 South – Suite A300 | Sugar Land, TX 77478 | 281.721.4105

November 2, 2022

Nic Hutchison, Director of Planning
City of Paducah – City Hall – Planning Department
300 South 5th Street – P.O. Box 2267
Paducah, Kentucky 42002-2267

Dear Mr. Hutchison:

On behalf of Kendig Keast Collaborative (KKC) and our valued teaming partner, Kaskaskia Engineering Group, I am pleased to respond to the City/County Request for Proposals (#2022-001) to facilitate the process of preparing a **new joint Comprehensive Plan**. This submission is organized to address the RFP specifications and also represents our acknowledgement of the terms and conditions, with no variations indicated pending negotiation of a final scope of services and fee if selected (per RFP page 13; and note that we combined page 11 items F-Proposed Operation Plan and K-Proposed Work Task Plan based on your October 12 email response to our RFP questions that we could do so to “describe your approach to the project”).

This response is also designed to demonstrate how our credentials, relevant experience, professional tools and techniques, and personal demeanor and community engagement skills can help the City of Paducah and McCracken County achieve the objectives and outcomes they seek through this project. Given KKC’s history and the backgrounds of our key personnel, along with those of our Kaskaskia colleagues, so many of your community’s issues and needs resonate with us, making it a very comfortable scenario.

We are highly interested in the prospect of working again in your area based on our past lead consulting role on the **2007 Comprehensive Plan for the City of Paducah**, and as a subconsultant on the concurrent **Paducah Riverfront Redevelopment Plan** to provide state-of-the-art 3D imaging and a simulation model for visualizing potential improvements along the Ohio Riverfront and nearby downtown blocks – which attracted national coverage for Paducah in APA’s *Planning* magazine. Our renewed interest is keener than ever after receiving your further RFP guidance and from our “homework” to date on your area’s assets and outlook 15 years later.

We appreciate this chance to summarize our capabilities and proven approach to positioning our client local governments for viable actions and tangible results through effective planning. I hope it is apparent through this submission that our team remains greatly interested in your area and its future prospects. We would look forward to working with citizens, public and private leaders, and staff to shape that future, building on the results and success of your past and ongoing planning efforts. Should your evaluation merit our team’s selection, we stand ready to begin work immediately and complete this engagement in a 12-14 month timeframe or sooner, as is typical of such projects.

Respectfully,

KENDIG KEAST COLLABORATIVE

Gary Mitchell, FAICP
President

www.kendigkeast.com

B. EXECUTIVE SUMMARY

We are pleased to itemize here some **highlights of our RFP response**, which we have **linked to the five evaluation criteria** on RFP page 12.

Overall Proposal Quality, Clarity and Responsiveness

As noted in our transmittal letter, we complete most of our plans within a **12-14 month timeframe** as expected here. We also appreciated learning of the budget available for this effort and provided a fee estimate for completing the work within the \$150,000 amount. In preparing our response, we focused especially on the holistic, long-term perspective and themes we were pleased to see in the RFP:

- ◆ **Connecting the Dots.** The essence of the KKC approach to comprehensive planning is the “interconnection among land use, the built environment, the socioeconomic environment and the natural environment” (RFP page 7). Our philosophy begins with the KKC mission statement, to the right. Our proven approach to community planning and development regulation is founded on the principle of performance, meaning development that is in context with its built and natural environments.
- ◆ **Sustainability Foundation.** An emphasis on community sustainability and resilience also links our team, whether involving the environment, economy, tax base and fiscal health, housing market and neighborhoods, infrastructure and other physical assets, downtown and other districts/corridors, and disaster preparedness and recovery. While the RFP calls for a 20-25 year horizon, we approach our work recognizing that some planning considerations require a much longer view — especially to promote a more sustainable future.

We trust that the Review Committee will be satisfied with the thoroughness and quality of this response, within the allotted page limit. Part of our project philosophy is to “Begin with the End in Mind.” This includes setting a tone from the start — through the standard set by our RFP response — for the quality of analysis, professional insights, and ultimate findings and action recommendations to come.

Personnel Qualifications and Experience

The team assembled for this project includes specialists in land use and environmental planning, land development code evaluation and updates (including a land use attorney), urban design, revitalization and redevelopment (including a certified economic developer), parks/trails/recreation, historic preservation, public infrastructure and facilities, transportation, spatial analysis and GIS mapping, and website and graphic design, among others. In particular, our team offers:

- ◆ A **veteran Project Manager and FAICP planner**, in Gary Mitchell, who brings a wealth of relevant professional experience, effective interaction through client/consultant and prime/subconsultant teams, and a track record of shepherding significant projects to successful outcomes and community-supported plan/ordinance adoptions. He has led and contributed to 60+ comprehensive plans in communities ranging from 2,000 to 200,000 people in 14 states.
- ◆ The **public sector backgrounds** of our Project Manager and other key personnel in local government, regional agencies and with multi-jurisdiction initiatives, carrying over into their consulting careers with Metropolitan Planning Commissions and joint or coordinated City-County plans in various states.

Adding Value

We recognize that the dollars the City and County intend to invest in a new joint Comprehensive Plan are very significant from your perspective and, in return, should result in substantial added value to the area's leadership, staff and residents.

KKC Mission Statement

KKC's practice emphasizes good land stewardship, conserving resources, preserving and enhancing community character, safeguarding neighborhood integrity, and ensuring fiscal responsibility.

“INDOT chose to invest a portion of its capital project funds in Valparaiso's U.S. 30 improvements based on the quality of Valparaiso's planning [led by consultant KKC].”

Bob Zier

Former Chief of Staff

Indiana Department of Transportation

“It is most apparent that the KKC consulting team is solid from top to bottom and their base of knowledge on the planning process is without question.”

Chris Henderson

Development Services Director

City of Ponca City, OK



KENDIG KEAST
COLLABORATIVE

"KKC is a terrific firm of passionate, experienced, and thoughtful planners and plan implementers. They are a pleasure to work with, and their work products are excellent. I would be pleased to recommend them for any planning or plan implementation project."

Honorable Henry Martinez
Former Mayor
City of Zachary, LA

"I and the entire Council could not be more pleased with KKC. I have been around such efforts for a very long time and, I have to say, KKC's approach is the best I've seen."

Mark Relp
Former City Manager
City of Littleton, CO

"It was interesting the way they did everything. They took the comments from the forum and essentially shaped the committee meetings around those comments."

Honorable Jennifer Bixby
Former City Council Member
City of Fremont, NE

- ◆ The **deep in-state experience of Deputy Project Manager Steve Sizemore**, who worked 10 years as a Senior Planner for Louisville Metro Government in multiple roles, especially on the neighborhood and long-range planning team. He was a key member of the Vision Louisville project and also deputy project manager for the Move Louisville long-range transportation plan. Along with his familiarity with the Kentucky Revised Statutes and Chapter 100, Steve regularly attends and has spoken at in-state and regional APA conferences involving Kentucky planners.
- ◆ The **depth of engagement and facilitation experience** across our team, with demonstrated adaptability during the COVID-19 pandemic era and beyond.
- ◆ **Past collaboration between the KKC and KEG teams** on an award-winning Comprehensive Plan for Belleville, Illinois, a St. Louis suburban community.

Relevant Experience and Quality of Work Products

We enjoy **returning to communities where our past involvement has helped to shape outcomes on the ground**. As noted in our transmittal letter, KKC led a previous Paducah Comprehensive Plan effort in 2006-07, along with involvement in a Riverfront Redevelopment Plan. Our Neighborhood Development Code for Covington (adopted fall 2020) received the Special Merit Award for Outstanding Project/Program/Tool from APA Kentucky. Two KKC plans completed nearby in southern Illinois (Belleville and Carbondale) garnered the APA Illinois Daniel Burnham Award for an Outstanding Comprehensive Plan. Steve Sizemore and KKC Associate Ashley Woolsey are **based in the Louisville area**. Two of our team members with KEG, Kent Ahrenholtz and Bryan Veale, are even closer in nearby **Evansville, Indiana** (and KEG also has an office in Ste. Genevieve, Missouri). Additionally:

- ◆ KKC is a **niche community planning firm**, with a 39-year history of being selected by local governments across the nation to prepare long-range and related plans and associated development ordinances, in Kentucky and 39 other states to date. We are known especially for our extensive and award-winning work for small- and mid-size jurisdictions – many with comparable character and similar growth and revitalization issues as Paducah and McCracken County face. We have also worked with **river/waterfront and regional hub communities** from coast to coast.
- ◆ We are **leaders in our profession, and unique by being specialists in both planning and development regulation** and focusing almost exclusively on public sector clients. With our decades of success, we clearly have a proven business model of bringing fresh perspective and best practices to places where we have not worked before or for some time. Many clients turn to us again for ongoing support and added tasks.
- ◆ Subconsultant KEG offers **full-service technical support**, including specialties in transportation planning and traffic engineering (including corridor, bike/ped and Safe Routes to School work), infrastructure analysis and planning, GIS mapping, environmental science, and water, wastewater and stormwater planning and design. KEG is currently in the design phase of the I-64 Sherman Minton Ohio River Bridge Renewal, between Louisville and New Albany, Indiana, with the Kentucky Transportation Cabinet. KEG also completed a Long-Range Transportation Plan and State Freight Plan for Illinois DOT.
- ◆ In our planning work we look beyond simple assessments of infrastructure status to consider the **overall capacity of a jurisdiction to support projected growth** – or revived growth – and to accommodate infill and redevelopment activity. This encompasses not only utility and roadway capacity, but also public safety and other basic services, community facilities, plus schools and medical services in

some plans. Planning across jurisdictions enables more holistic consideration of City and County functions, capabilities and joint programming.

- ◆ We also bring our **body of work focused on growth management** including annexation planning and rural/agricultural preservation considerations at the edge, a continual renewal focus within to keep core area investment and infill attractive, and an emphasis on long-term economic and financial sustainability as part of all growth and revitalization strategies. The opportunity to coordinate city and countywide planning is also where KKC can best apply its Community Character methodology for growth and land use planning, addressing the entire spectrum from most natural and rural to most urban. KKC founder Lane Kendig is a nationally acclaimed expert in rural/agricultural preservation and overall growth management through character-based planning and zoning techniques.
- ◆ KKC regularly receives **peer recognition for meritorious work**, including 17 American Planning Association awards in nine states (Colorado, Iowa, Illinois, Indiana, Kentucky, Louisiana, Oklahoma, Texas and Wyoming) since 2010.

Uniqueness or Innovativeness

The overarching philosophy behind KKC's practice is our **Community Character framework** for local and regional planning. This approach emphasizes the physical design factors that establish and distinguish urban, suburban and rural character while downplaying the significance of land use as a primary planning and regulatory focus. Indeed, KKC was founded on the concept of bolstering community character through new and more effective approaches to land use planning and regulation. To our team, community character involves more than just aesthetics, architecture and the "feel" of a place. Community character is about the relative mix of buildings, pervious and impervious surfaces, and open space and landscaping. These are the essential factors that shape development character which, in turn, influence land use compatibility, urban design, means of mobility (e.g., walkability), environmental protection, and storm water runoff, among many other variables. How these ingredients are interwoven and balanced affects the economics, function, ecology and experience of a place. Additionally:

- ◆ As detailed in the Proposed Approach and Work Plan section, we design both our **process and ultimate plan document** to reflect a progression from assessing the community's current status and outlook (Paducah/McCracken Today) to where the new plan should focus based on this context (vision, guiding principles and confirmation of consensus to that point through the Plan Direction and Assumptions phase), and finally to the future-looking portion of the plan (Paducah/McCracken Tomorrow), concluding with a shorter-term strategic emphasis and community Action Agenda in the final Plan Implementation phase.
- ◆ Each new project also elevates our professional interest in and commitment to bringing the latest thinking and best practices to the communities we serve. This includes efforts in our profession to make plans more visual, concise, understandable, on-point and relevant to local decision-makers, residents and staff who must rely on and apply them. Through KKC's sister company enCodePlus (<https://www.encodeplus.com/>), also owned by KKC CEO Bret Keast), we offer a **premier industry-leading platform for drafting, exploring and publishing plans online as graphic-rich, interactive documents**, utilizing the WebPlan feature that is designed specifically for hosting online plans (<https://www.encodeplus.com/products/plan-publishing/>). The online plan content can be exported to PDF and Word format as needed for printing and for handling and disseminating electronic files. KKC now creates and publishes nearly all

"The work that KKC has provided to us has been first rate, professional, timely and thorough."

Bob Turner
Former City Manager
City of Port Lavaca, TX

"From the beginning, it was clear to me and other members of our project steering committee that KKC offered a different approach than other firms we considered for the contract. KKC offers a fresh way of looking at a project ... and tailored the document to meet the specific needs of our community."

Craig A. Phillips, AICP
Former Director of Planning,
City of Valparaiso, IN

"KKC was extremely knowledgeable on the subject, innovative, efficient and professional. The written materials presented to [Stafford, TX] City Council and P&Z were of the highest quality."

Barkley Peschel
Former Vice President
Greater Fort Bend Economic
Development Council
Sugar Land, TX



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"Publishing the 2040 Comprehensive Plan with enCodePlus's WebPlan brought it to life. It allowed us to move policy out of the binder and into the world."

Sue Schwartz, FAICP
Planning Director

City of Greensboro, NC — recently announced as winner of the prestigious 2022 Daniel Burnham Award from APA National for its GSO2040 Comprehensive Plan

online.encodeplus.com/regs/greensboro-nc-comp/

"This is really great work. I'm proud to be involved!"

Marty Hill
Former Chair, Planning & Zoning Commission
City of Centennial, CO

"Hands down the best consultants we have ever used. I will again use them in the future. When we worked with other companies we didn't feel like we received the service that we liked. With KKC that wasn't the case, they are very personal, friendly, and outstanding presenters. They have a unique ability to work on complex and volatile projects without causing more problems. In fact I don't think my residents or Council would even want me to use anyone but KKC to be honest."

Chris Reed
Former City Manager,
City of Nassau Bay, TX

its new Comprehensive Plans in WebPlan. The WebPlan site facilitates public outreach and updates during plan development, including soliciting input through surveys and geo-engagement (questions and input via a map interface). The site also serves as a portal to the web-based plan itself, so users can view the emerging new plan via an intuitive online interface. The site content can be easily updated and published immediately to the web. Each community-branded WebPlan site provides a graphics-rich online document that may also include multimedia and cross-referenced links to related policies, programs, GIS mapping or other information. WebPlan enables the plan to remain timely and fresh through implementation tracking/reporting and regular updates. It was designed by community planners who understand the need for planning documents to be more accessible and easy to edit, update, amend and maintain.

Ability to Collaborate with Staff and Stakeholders

KKC's work with any community starts with the encouragement of meaningful leadership and public engagement, a clear understanding of planning issues and implementation options from early and ongoing staff interaction, and a direct linkage between plans and ordinances to ensure they are grounded in reality, are politically feasible, and able to be implemented. Additionally, because of his 10 years of experience in the Council of Governments arena, where he ultimately served as Chief Regional Planner for a region with 4.5 million residents, our Project Manager Gary Mitchell always emphasizes **intergovernmental coordination to leverage essential partnerships** at the inter-city, county, school district, regional, state and federal agency levels. Subconsultant KEG also brings valuable experience working with public agencies and decision-makers at all levels.

KKC also offers our **experience coordinating plans between City and County governments**, including previously between the City of Paducah and McCracken County, and in Georgia (City of Savannah and Chatham County), Kansas (City of Manhattan and Pottawatomie County), Louisiana (Bossier City-Parish Metropolitan Planning Commission), North Carolina (Town of Zebulon and Wake County); Oklahoma (City of Claremore and Rogers County), South Carolina (City of Florence and Florence County) and Wyoming (City of Jackson and Teton County, and City of Gillette and Campbell County — where both governing bodies adopted a joint Future Land Use Map for the one-mile planning area around the city, which partly led to the Urban Planning Project of the Year Award from the Wyoming Planning Association). Along with KKC's extensive municipal experience, we have completed **county-level plans** for Door County, Wisconsin; Flathead County, Montana; Fulton County, Ohio; Grenada County, Mississippi; Lake County, Illinois; Loudoun County, Virginia; Miami County, Kansas; Monroe County, Florida; New Castle County, Delaware; Polk County, Iowa; Queen Anne's County, Maryland; and St. Mary and Tangipahoa Parishes in Louisiana. We are able to **apply experience gained in varied environments and cultures across the nation**, from the coastal plains and Midwest heartland to desert and mountain settings.

We emphasize in our practice that Comprehensive Plans (and their associated implementing regulations), although ultimately adopted by a local governing body, are intended to guide and better the entire community and facilitate public-private partnerships. This calls for broad outreach and inclusive consensus-building efforts throughout the process. Yet, we recognize that we must **intentionally and continually focus on the viewpoints, concerns and priorities of elected officials**. We build into our work program various ways to engage and involve local officials while ensuring that their participation does not deter or "drown out" other voices.

C. ORGANIZATION

Firm Profile: Kendig Keast Collaborative

Kendig Keast Collaborative (KKC) represents the collaboration of Bret C. Keast, AICP, and Gary Mitchell, FAICP, and a select group of talented principals and associates. Our firm has earned a reputation for its innovation and repeated success in solving problems of varying complexities for small and large clients in a range of environments. Our practice emphasizes the pursuit of good land stewardship, as well as conserving resources, preserving and enhancing community character, safeguarding neighborhood integrity, and ensuring fiscal responsibility. Our proven approach is founded on the principle of performance, meaning development that is in context with its built and natural environments.

KKC continues to build on the foundation and body of work of Lane Kendig, our founder and a respected authority in the urban planning field. The firm was originally established in December 1982 as Lane Kendig, Inc. In 2002, Bret C. Keast, AICP, joined the practice as Vice President and Partner. The firm name was changed to Kendig Keast Collaborative in 2007 to reflect the transition to Bret's ownership. In 2009, Lane Kendig retired, although he remains a Strategic Advisor to the firm and its employees.

Bret remains as Owner and Chief Executive Officer, and together with Gary as KKC President, directs a small and highly qualified staff which provides professional services in the areas of comprehensive and strategic planning, zoning and other development regulations, growth management and resource protection, land planning, and various related specialties. KKC's unique process is grounded in the encouragement of meaningful public participation, a clear understanding of planning issues and implementation options, and a direct linkage between plans and ordinances to ensure they are both politically feasible and able to be implemented. We are proud of our firm's reputation for providing clients with highly customized and responsive approaches to challenging community planning issues, resulting in innovative yet viable solutions.

Our Services

KKC principals and personnel allocate their time nearly equally between comprehensive community plans and development code work. We also complete other special plans and studies for local government clients, including socioeconomic analyses; downtown, corridor, neighborhood, and redevelopment plans; parks, recreation, and trails master plans; land use and development impact studies; growth management and annexation assessments; and 3-D visualization and mapping projects.

Planning

Community planning is the foundation of KKC's consulting practice, along with development code work. Our principals and senior staff have led project teams and played substantial roles in the preparation of dozens of plans in more than 80 jurisdictions across the U.S. We offer significant experience with overall comprehensive plans, as well as with typical plan elements, which are sometimes the focus of stand-alone projects and work products:



CORPORATE OFFICE

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1415 Highway 6 South, Ste. A-300
Sugar Land, TX 77478
(281) 242-2960

ADDITIONAL OFFICES

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715 W. Saint Catherine Street
Louisville, KY 40203
(812) 748-6070

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1373 N. Sheridan Avenue
Pittsburgh, PA 15206
(314) 304-7071

South Carolina

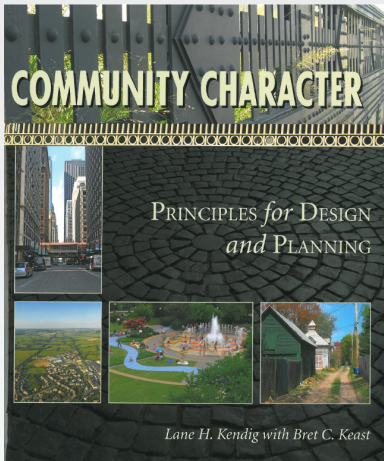
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Texas

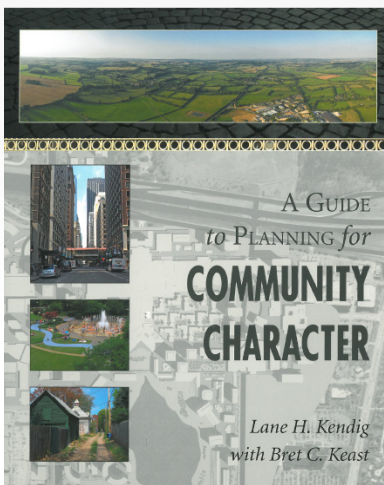
8120 Mainland Dr
San Antonio, TX 78240
(812) 748-8111



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Community Character, Principles for Design and Planning (Island Press, 2010)



A Guide to Planning for Community Character (Island Press, 2011)

- ◆ **Comprehensive Planning** to establish clear goals and policies for the community's future growth and enhancement, leading to specific, attainable action strategies, with appropriate implementation guidance.
- ◆ **Land Use Planning** to accommodate projected population growth and economic development objectives and to address central city redevelopment needs, neighborhood integrity, and image and character concerns along key corridors.
- ◆ **Environmental Planning** to protect a range of resources (floodplains, wetlands, water bodies, forests and woodlands, prairies, steep slopes, unstable slopes or soils, threatened or endangered species habitats, wellhead protection areas, hurricane surge areas, and earthquake hazard areas) and reduce hazards to people and property, often by setting the stage for land use regulations or other implementation initiatives.
- ◆ **Strategic Planning** to assess current conditions and future trends, pinpoint specific opportunities and challenges, and establish a consensus for pursuing particular public investments and community enhancement efforts through a prioritized action agenda.
- ◆ **Parks, Recreation, and Trails Planning** to evaluate local acreage and facilities relative to national benchmarks, assess needs and prioritize improvements based on both technical standards and community input, and make jurisdictions eligible for various grant opportunities.

Community Character

KKC submits that the central function of any long-range plan should be protecting and enhancing the community character traits that residents and visitors value. Put simply, character should be the central theme that ties the elements of the plan together.

To our team, community character is more than just aesthetics and architecture. It is also more than just "urban" or "new urban" project design. In the big picture, community character is about the relative mix of buildings, pervious and impervious surfaces, and open space and landscaping. These are the essential factors that shape development character which, in turn, influence land use compatibility, urban design, means of mobility (e.g., walkability), environmental protection, and storm water runoff, among many other variables. How these ingredients are interwoven and balanced affects the economics, function, ecology and experience of a place.

As such, tying plans together with the thread of community character ensures that decisions about land use, open space, resource protection, transportation, economic development, and utilities all support the City's articulated vision. In addition, the selection of appropriate sustainability and "smart growth" strategies depends, in large measure, upon the types of character the City intends to preserve and/or promote (e.g., urban, suburban, rural, natural).

There is no stronger team to help a city develop a plan or code that protects its community character. Kendig Keast Collaborative is a leading innovator in this regard. From our founder Lane Kendig's seminal work, *Performance Zoning* (1980), to his new book *Using the New Performance Zoning* (2019), and to their co-written *Community Character, Principles for Design and Planning* (2010) and *A Guide to Planning for Community Character* (2011), Lane Kendig and Bret Keast are leaders in articulating and advancing comprehensive strategies to define, protect, and enhance community character. Indeed, KKC was founded on the concept of bolstering community character through new and more effective approaches to land

use planning and regulation. Our firm frequently coordinates multi-firm project teams to develop comprehensive plans which do precisely that.

Implementation

KKC's implementation and regulatory practice includes code evaluations and performance assessments, drafting and unification of development codes, zoning district maps, and amending consensus-based land development regulations. Through meticulous analysis and close attention to community input, we tailor regulatory strategies to achieve specific desired outcomes and foster sensitive site design and creative development practices. This sometimes requires interim ordinances to ensure protection of community character or resources while permanent regulations are drafted. KKC also has developed model codes for specific purposes which are then adapted by a variety of jurisdictions. Our principals and senior staff have also drafted proposed zoning amendments on behalf of private-sector clients who seek to develop or redevelop property in progressive ways that are not permitted under existing zoning regulations in a particular community.

Of course, plan implementation is more than regulation. Our practice also includes such non-regulatory measures as creating frameworks for interlocal agreements, public-private partnerships, transfer or purchase of development rights systems, Facilitation of Code Drafting and Amendment Processes, and Commission, Board, and Administration Training.

Master Planning and Urban Design Services

KKC has experience facilitating planning processes at all scales, from metropolitan and community-wide levels to downtowns, neighborhoods, corridors, and other special areas. It is at this enhanced level of detail that specific challenges and opportunities emerge, and unique planning and design solutions become necessary in order to spur the "3 Rs" – redevelopment, revitalization, and reinvestment.

It is imperative to think three-dimensionally about the impacts of development at this level of planning. For example, within a neighborhood planning area, residents identify with the way a street feels – how wide it is, how far back and how tall the homes are, how old the trees are, etc. They can describe what a local shopping area looks like and how it is different from one across town. Similarly, they can express pride in their downtown and a specific identity for which they are proud.

Planning for these areas requires a keen understanding of land use, pedestrian and vehicular circulation, building and site design, (re)development feasibility, strategic implementation, and public policy and financing. Our staff has the skills necessary to create special area plans that identify policies, projects, and strategies that respond to local demographics, district functionality, and identity. The following are cornerstones of our special area planning approach:

- ◆ **Community Involvement** that brings together residents, property owners, businesses, realtors and brokers, investors, developers, community organizations (i.e., business improvement districts, neighborhood organizations, and not-for-profits, etc.), elected officials and staff, municipal agencies, and all ages and social groups. Facilitating open and inclusive dialogue is absolutely essential for preparing a vision and creating a realistic, market-supported action plan that reflects local values and priorities and ensures broad-based support for long-term implementation.



TRUSTED PARTNERS

KKC has built working relationships with an array of other consulting firms that can provide specialty services in a subconsultant or advisory role, including in areas such as civil and traffic engineering, fiscal impact analysis, scenario planning and evaluation, economic development and market analysis, environmental assessment, housing and redevelopment, community surveys, and financing and special district mechanisms.

BACKGROUNDS IN LOCAL GOVERNMENT

The local government planning background of many of our team members is a valuable asset, essential to crafting plans that are realistic and implementable, and regulations that are easy to administer by staff, understandable to members of planning boards and municipal councils, and that articulate development and design standards that produce predictable and desirable outcomes.



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- ◆ **Master Planning** that establishes a framework for general land use, transportation, and design character. The role of the master plan is to provide context within which specific projects or targeted areas of investment can be assessed. In this way, block or site-specific recommendations provide greater benefit to the overall land use balance, functionality, and identity of an area. Aspects of a master plan may include land use sub-districts, key redevelopment areas, streetscape enhancement corridors, civic open space elements, or unique character districts, among others.
- ◆ **Urban Design and Visualization** that transforms the vision into a three-dimensional environment. In the end, the community identifies most closely with how development will “look and feel.” Our staff of planners and urban designers can demonstrate the end result of investment in the public realm, private development area, and open space. KKC uses various technologies for design visualization to help communities understand a collective manifestation of the desired outcomes, market realities, and achievable regulatory scheme. SketchUp, AutoCAD, and other graphics packages, together with hand renderings, simulate the built environment to spur dialogue regarding development alternatives, phasing, and specific aspects of community character.
- ◆ **Redevelopment Planning** to advance a vision towards market-based implementation. KKC staff members specialize in helping communities achieve redevelopment by identifying resources, partnerships, and policies that remove barriers to successful outcomes. Whether private-public partnerships, incentives, or leveraging of the private market, we craft plans that draw a clear path between concept and realization.
- ◆ **Implementation** through projects, policies, and strategies. The success of a plan depends on three factors: (1) identifying catalytic projects that foster additional investment, (2) aligning development policies and regulations with the vision, and (3) creating strategies to strengthen synergy among financiers, elected officials, public agencies, and the community at large. Any single action often involves all three factors. We consistently craft implementation programs that balance these three elements to maximize the likelihood of long-term implementation.

Special Studies and Services

KKC has experience facilitating planning processes at all levels, from the metropolitan area to the neighborhood. In support of special area planning – and to make visions and possibilities literally come to life – KKC brings expertise in design and 3D modeling and visualization to help clients envision and appreciate the implications of potential growth and development outcomes, boost enthusiasm among participants, and build consensus around planning or regulatory concepts.

Growth Assessments and Strategy Papers help communities understand the implications of rapid growth and/or haphazard development patterns, assess their fiscal and service capacity to accommodate such trends, and consider their statutory authorities and options for better managing the location, timing, and nature of this growth.

Firm Profile: Kaskaskia Engineering Group

Kaskaskia Engineering Group, LLC (KEG) is a 100% woman-owned and managed engineering and contracting firm that was founded in 2006. From the beginning, they have recruited highly skilled employees from a variety of public and private sector backgrounds. This has allowed KEG to quickly amass an impressive portfolio of federal, state, county, and private project experience. They have established professional relationships with The Federal Highway Administration, the U.S. Army Corps of Engineers, the Illinois Department of Transportation, the Illinois Department of Natural Resources, Capital Development Board, Illinois American Water Company, East-West Gateway Council of Governments, Department of Commerce and Economic Opportunity, and area leaders.

KEG is a certified Disadvantaged Business Enterprise (DBE) through the Illinois Unified Certification Program, licensed as a Women's Business Enterprise (WBE) by the Women's Business Enterprise National Council, and is recognized as a Women-Owned Small Business (WOSB) by the Small Business Administration. Their main office is located in downtown Belleville, Illinois, with branch offices in Geneva, Peoria, Champaign, Macomb, and Glen Carbon, Illinois; as well as Ste. Genevieve, Missouri; Evansville, Indiana; and St. Paul, Minnesota.

Their goal is to provide extraordinary service through expert technical knowledge, collaboration, and communication early and often. KEG's full service capabilities include transportation engineering, traffic engineering, CADD design, public involvement, geotechnical engineering, structural engineering, general contracting, GIS mapping, environmental science, construction observation, infrastructure analysis and planning, right-of-way research and acquisition, cost estimating, and water resource management, including water, wastewater, and stormwater planning and design. The diversity of their in-house services affords KEG the ability to understand more than just how to complete a project. It allows them to view projects with a holistic approach – considering all phases of projects, as well as environmental, client, and stakeholder needs.

KEG's purpose is to make the world a better place through the practice of engineering. Through partnerships with clients and regulatory agencies, they plan, design, and build projects that enhance communities, spur economic development, and respect the environment. They practice gratitude for their blessings by giving back to communities through service projects and active participation in community organizations. It is this diversity and commitment to public service that separates them from most other engineering firms.

KEG SERVICES

- ◆ Traffic and Feasibility Studies
- ◆ Location and Design Studies
- ◆ Transportation Planning
- ◆ ADA Compliance
- ◆ Pedestrian and Bicycle Paths
- ◆ Construction Observation
- ◆ Structure Geotechnical Reports
- ◆ Subsurface Exploration
- ◆ Environmental Impact Studies
- ◆ Environmental Assessment
- ◆ Site Development
- ◆ Grant Writing
- ◆ Public Involvement
- ◆ Structural Services
- ◆ Parks

KEG has nine locations throughout the Midwest and is licensed to work in Minnesota, Wisconsin, Indiana, Illinois, Missouri, Iowa, Kentucky and beyond.



HOURLY BILLING RATES**Kendig Keast Collaborative**

\$165 Gary Mitchell
 \$135 Steve Sizemore
 \$100 Ashley Woolsey
 \$150 Greg Flisram
 \$120 Marcia Boyle
 \$135 Janis Burall
 \$135 Jennifer Mak
 \$90 Luis Mercado
 \$145 Missy Quigley
 \$50 Sharon Cadena
 \$75 Kim Keast (Business Mgr.)

Kaskaskia Engineering Group

\$300 Geri Boyer
 \$250 Kent Ahrenholtz
 \$165 Bryan Veale
 \$165 Molly Barletta

D. COST ESTIMATE

We are pleased to provide the City of Paducah and McCracken County the following fee estimate based on the approach outlined for preparing a new joint Comprehensive Plan, and based on an anticipated project budget of **\$150,000**. The amounts below reflect all estimated labor and direct expense costs plus professional fee.

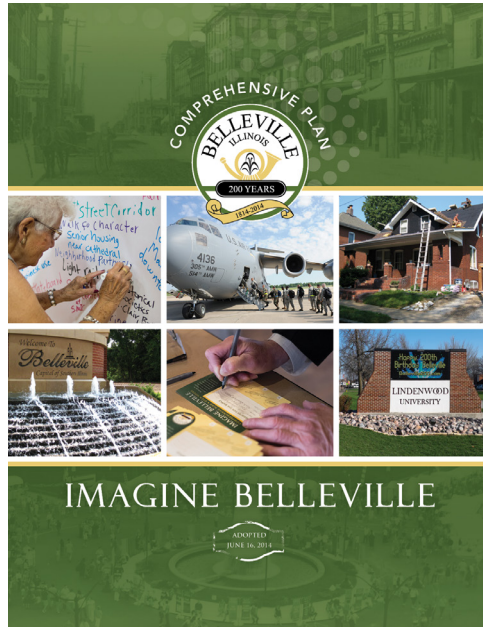
We emphasize that all of our estimated costs are entirely negotiable depending on the final scope of work and timeline set for the project. Most all project scoping processes require such give and take and work program refinement to arrive at mutually agreeable adjustments that will accomplish the project objectives while remaining within the available budget. We have a long track record of working through this process with our clients so contract execution may proceed and work can begin promptly.

Estimated Cost by Phase

Phase	%	KKC	KEG
Project Start-Up and Client Coordination	7%	\$9,500	\$1,000
PHASE 1: Paducah/McCracken Today	25%	\$22,500	\$15,000
PHASE 2: Plan Direction and Assumptions	8%	\$10,000	\$2,000
PHASE 3: Paducah/McCracken Tomorrow	35%	\$29,500	\$23,000
PHASE 4: Plan Implementation	17%	\$16,150	\$9,350
PHASE 5: Finalization and Adoption	8%	\$10,000	\$2,000
TOTAL \$150,000	100	\$97,650	\$52,350

E. PROJECT EXPERIENCE

PROJECT REFERENCES



Imagine Belleville Comprehensive Plan - Belleville, Illinois

The timing of the City of Belleville's Comprehensive Plan, Imagine Belleville, coincided with the community's 200-year anniversary, a significant milestone that brought an increased level of attention and optimism to the planning process. As an inner-ring suburb on the Illinois side of the St. Louis region, the City competed with jurisdictions directly along the interstate and located at the periphery of the metropolitan area. These challenges were offset by ongoing and significant reinvestment in its first-class Downtown; major mobility projects that improved access to economic drivers, such as Scott Air Force Base; and a unique spirit of volunteerism that was heightened with the backdrop of the City's bicentennial celebration.

As a steady-growth community, one of its most significant challenges was identifying ways to promote reinvestment in its interior and historic neighborhoods. As part of the comprehensive housing and neighborhoods strategy, KKC pulled in case study research from the region as well as its own reconnaissance efforts to identify practical solutions to vacancy and blight, such as scattered lot programs, loan and financing options, and small-scale neighborhood investments. This planning process was characterized by a multi-platform, robust public engagement program that involved on- and off-line formats, such as an online discussion forum and a community open house at a coffee shop (including a ukulele band). In fact, the excitement around the planning process spurred a spinoff Martin Luther King Jr. Celebration that was spearheaded by two Comprehensive Planning Advisory Committee members. A panel of college and high school students reflected on the theme, "If I could change the community...", and the findings were tied into the plan.

The Belleville Comprehensive Plan webpage is located here: <https://www.belleville.net/327/Comprehensive-Plan>.



DURATION

June 2013 - June 2014

KEY PERSONNEL

Bret C. Keast, AICP
Gary Mitchell, FAICP

AWARD WINNER!

The Belleville Comprehensive Plan received the Daniel Burnham Award in 2014 from the Illinois Chapter of the American Planning Association (APA).

REFERENCE

Ms. Emily Calderon, AICP LEED-GA
Former Director of Economic Development and Planning
City of Belleville
Current City Planner
City of Edwardsville
118 Hillsboro Avenue
Edwardsville, IL 62025
(618) 296-4468
ecalderon@cityofedwardsville.com



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Comprehensive Plan Updates (2011, 2017, 2022), Downtown Master Plan Updates (2011, 2017, 2022), Unified Development Ordinance (2014) - Florence, South Carolina

Since 2009, the City of Florence has engaged KKC multiple times, to update its Comprehensive Plan and to transition its development regulations into a Unified Development Ordinance (UDO). Working with the City and the Florence Downtown Development Corporation (FDDC), KKC has also completed several implementation-focused updates to Florence's Downtown Master Plan. KKC is currently preparing major updates of both the Comprehensive Plan and the Downtown Master Plan.

Florence is an approximate midpoint between Miami, Florida and New York, New York, at the crossroads of Interstates 95 and 20. It functions as the hub city and employment center for the Pee Dee region, an eight-county area in northeast South Carolina. Florence is also the primary utility provider for the surrounding unincorporated areas.

KKC's comprehensive planning efforts continue to emphasize managing Florence's growth in a fiscally and environmentally sound manner, setting out strategies to assure an adequate housing stock and ongoing neighborhood renewal, and protecting and enhancing community character and aesthetics. The swift, dramatic and award-winning transformation of Downtown through a systematic, plan-driven revitalization program has bolstered Florence's increasing focus on becoming an even more attractive city for investing, living and working. While Florence has achieved so much, the Pee Dee Region is competing with booming areas of the Carolinas for residents and workers.

Strategies in the next citywide and downtown plan updates will promote radiating Florence's downtown success into surrounding neighborhoods, re-energizing "tired" roadway corridors, capitalizing on the City's extensive investments in new sports complexes and community centers, pursuing area-wide solutions to drainage challenges, and extending trails to enhance connectivity. The plans also highlight Florence's many enduring partnerships across levels of government, the private and non-profit sectors, and the area's rich institutional and cultural resources. Targeted updates to the City's UDO are anticipated next based on the newly adopted plans.

KKC is now working with the City to update the Comprehensive Plan for the next 20 years. This work is an example of how KKC's commitment to a client and submersion in the character of a community, along with successful implementation toolsets following plans, can lead to the satisfaction of long client relationships and partnerships in planning.

DURATION OF SERVICES

2009 - Present

KEY PERSONNEL

Gary Mitchell, FAICP
Greg Flisram
Janis Burall, AICP
Marcia Boyle, AICP
Sharon Cadena

REFERENCE

Mr. Jerry B. Dudley, AICP
Planning Director
City of Florence
324 W. Evans Street
Florence, SC 29501
(843) 665-2047
jdudley@cityofflorence.com





Envision Littleton Vision and Comprehensive Plan Littleton, Colorado

The City of Littleton specifically sought out Kendig Keast Collaborative (KKC) to guide its Comprehensive Plan process. Littleton saw itself as a perfect fit for KKC's distinctive "Community Character" approach, which looks beyond just land use to consider the variation in physical conditions along a spectrum from natural and rural landscapes, through suburban and auto-oriented settings, to the most urban and walkable situations.

Given a recent period of contention and resulting inaction on a number of fronts, the City first charged KKC with facilitating a nine-month "big picture" visioning process. Together with City staff, KKC executed an intensive and highly-inclusive community engagement strategy to create a unifying vision of Littleton's future. City Council adopted the Envision Report in December 2018, marking a significant milestone in a city that had failed to adopt a series of proposed plans in recent years.

KKC next produced a concise and highly visual Existing City Data Book that uses key indicators to tell a story about Littleton as it is today. The Future City portion of the Comprehensive Plan then provides goals, policies and actions across seven elements, and a link to a concurrently-prepared Transportation Master Plan for mobility factors. A fiscal impact specialist also assessed the implications of the proposed new future land use map for Littleton's municipal finances.

Plan adoption (webpage: <https://www.littletongov.org/my-littleton/what-is-envision-littleton>) occurred in October 2019, marking another notable civic accomplishment as Littleton's last complete plan dated back to the 1980s. City officials and management continually praised the evident community "buy-in" of KKC personnel and their overall planning philosophy and approach. After an extended Council/Planning Commission work session to review the preliminary draft Plan, Littleton's Mayor called the draft "a stunning document" of which she was most proud. The City then continued its ongoing relationship with KKC by pursuing a thorough evaluation and rewrite of its longstanding zoning and land development regulations, resulting in a new Unified Land Use Code adopted in October 2021.



DURATION

April 2018 - October 2019

KEY PERSONNEL

Gary Mitchell, FAICP
Janis Bural, AICP

REFERENCE

Ms. Kathleen Osher
Director of Community Services
City of Littleton
2255 West Berry Avenue
Littleton, CO 80120
(303) 795-3755
cmoko@littletongov.org



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OTHER PERTINENT PROJECT EXPERIENCE

The table below demonstrates the variety in KKC's community planning practice across various states and involving both cities and counties/parishes.

Project	Client	KKC Role	Status
County-level growth management and unified land development code	Ascension Parish, LA	Prime	Estimated Completion 03/2023
Boomtown 2040 Comprehensive Plan	Borger, TX	Prime	Adopted 10/2020
Downtown Revitalization Plan	Borger, TX	Prime	Adopted 01/2021
Parks, Trails, and Recreation Master Plan	Borger, TX	Prime	Adopted 01/2021
Unified Land Development Ordinance	Borger, TX	Prime	Adopted 07/2022
Annexation Feasibility and Strategy Study	Bryan, TX	Prime	Completed 09/2018
Comprehensive Plan	Carbondale, IL	Prime	Adopted 06/2010
Claremore 2040 Comprehensive Plan and Special Districts Plan	Claremore, OK	Prime	Adopted 03/2019
Neighborhood Development Code	Covington, KY	Prime	Adopted 09/2020
Historic Preservation Plan	Des Moines, IA	Prime	Estimated Completion 08/2023
Florence County Comprehensive Plan	Florence County, SC	Prime	Estimated Completion 12/2022
<i>Grenada County Build Better Together 2040 Plan</i>	Grenada County, MS	Prime	Adopted 09/2022
<i>IN 421 Gateway Corridor Plan</i>	Michigan City, IN	Prime	Adopted 08/2016
<i>Momentum MC 2040 Comprehensive Plan</i>	Michigan City, IN	Prime	Adopted 11/2018
<i>Northville Township Master Plan</i>	Northville Township, MI	Prime	Estimated Completion 05/2023
<i>Plan Pottawatomie County 2040 Comprehensive Plan</i>	Pottawatomie County, KS	Prime	Adopted 08/2019
<i>Green Valley Area Land Use and Growth Management Plan 2040</i>	Pottawatomie County, KS	Prime	Adopted 10/2019
Unified Development Code	Valparaiso, IN	Prime	Adopted 03/2009
<i>US 30 Corridor Master Plan</i>	Valparaiso, IN	Prime	Adopted 07/2011
<i>Envision 2030 Valparaiso Comprehensive Plan</i>	Valparaiso, IN	Prime	Adopted 06/2013
<i>SR 49 Corridor Master Plan</i>	Valparaiso, IN	Prime	Adopted 04/2014
Stormwater Ordinance Review	Valparaiso, IN	Prime	Adopted 06/2015
<i>Grow Zebulon 2040 Comprehensive Land Use Plan</i>	Zebulon, NC	Prime	Adopted 06/2021

F. PROPOSED APPROACH AND WORK PLAN

PROJECT AND COMMUNITY UNDERSTANDING

We believe that the City of Paducah and McCracken County are undertaking a comprehensive planning process as part of their ongoing commitment to plan and promote the orderly and balanced growth of the area. The purpose of this project is to prepare an updated and joint Comprehensive Plan that is sensitive to and compatible with residents' needs, desires and vision for the shared future of both city and county. A focused and refreshed plan is needed to guide the physical and economic development of the area, to preserve the character of the Paducah/McCracken County area, and to enhance the quality of life for residents and visitors. The plan will ultimately serve to guide decision-making by elected officials, City and County Planning Commissions, City and County management and staff, developers, landowners, businesses, and local institutions and organizations. Our background research and preparation for this RFP response yielded the following facts and especially notable items about Paducah/McCracken County (drawn primarily from Census 2020 and newer American Community Survey data):

- ◆ Paducah and McCracken County's convenient access to I-24, a **strategic location** at the confluence of the Tennessee, Ohio and Cumberland rivers (less than 50 miles from the Mississippi River), support a **resilient regional economy** with strong connections to larger external markets.
- ◆ Although the City of Paducah has experienced a -0.7% decrease in population over the last decade, McCracken County in 2020 had an estimated population of 67,875 (U.S. Census Bureau), indicating 3.5% population growth since 2010. The Kentucky Data Center forecasts that McCracken County will experience **5.6% growth in households from 2020 to 2040**.
- ◆ Nearly 1 in 5 (19%) in Paducah's population are **under age 18**, with a slightly higher rate for McCracken County's population (22.2%).
- ◆ The City and County's share of **population age 65 and older** is approximately 20% of the total, yet the County's share of senior population has increased nearly 21% over the last decade while the City's share has increased only slightly (6.4%).
- ◆ McCracken County and the City of Paducah comprise a region where **homeownership predominates**, with nearly 65% of housing units owner-occupied in the county. Although the county's rate fell nearly 6% since 2010, the city's ownership rate has remained relatively stable over the last decade at 51%.
- ◆ **Median home values** in McCracken County and the City of Paducah have risen in nominal dollars since 2010. The County has seen a 35.1% increase and the City a 28.4% increase. During the same period, **median family income** grew in both the County and the City (16.1% and 37.6%, respectively).
- ◆ The City has a slight gap in **median household income** relative to all of McCracken County, at \$39,061 for the city relative to \$47,011 county-wide.
- ◆ In Paducah, the **share of owner households that were moderately or severely cost burdened** (>30% of owner's household income spent on housing) decreased from 17.6% in 2015 to 17.1% in 2020. This share is slightly higher than the



Approach and Intentions

KKC uses a methodical and interdisciplinary approach to address a spectrum of community issues, needs, opportunities and challenges. A core focus is to forge a collective vision for the future, confirm the intentions and will of local officials and residents to shape that future, and document the mechanisms through which they will pursue desired outcomes. Both the planning process and resulting plan are intended to guide land development and redevelopment activity in a fiscally responsible manner; ensure adequate provision of public facilities and services; promote and encourage quality, sustainable development; preserve natural resources and amenities; and protect and enhance community character. The key decisions that **the City of Paducah and McCracken County** make today will have a significant and lasting impact on the physical character, livability and economic attractiveness of the area for years to come.



PLANNING PHILOSOPHY

The KKC approach has six main elements:

- ◆ **Citizen-Driven.** Meaningful involvement of the community is absolutely essential for preparing a master plan that reflects local values and priorities and ensures broad-based support for plan implementation.
- ◆ **Effective Aid to Decision-Making.** The Master Plan must focus on the key issues in the community – current and emerging. The plan must provide the guidance necessary for community leaders to make informed, rational decisions.
- ◆ **End-User Orientation.** The Master Plan should be written with the user – elected and appointed officials, staff, citizens, and property and business owners – in mind.
- ◆ **Emphasis on Community Character.** Our experience has shown that one of the most commonly shared priorities across different communities is the protection, preservation and enhancement of an attractive and unique community character. As such, we help communities reinforce, rediscover or create what forms their character.
- ◆ **Think Green.** KKC is committed to pointing out the ways to engage itself and its clients actively in sustainable planning and design practices.
- ◆ **“Begin with the End in Mind.”** Implementation must be emphasized throughout the plan development process, from the outset and continuing through to plan adoption.

County’s rate of 16.6%. It is estimated that approximately 41% of renters in the City and County are moderately or severely cost burdened.

- ◆ In Paducah, the **share of people in poverty** decreased from 25.3% in 2010 to 21.8% by 2020. On the other hand, the County’s share of people in poverty showed only a minimal decrease from 15.3% in 2010 to 15.2% by 2020.
- ◆ A quarter of the County’s **civilian employed population** (age 16 years and older) works in educational services, health care and social assistance, followed by 15.6% in retail trade, and 10.7% in arts, entertainment, and recreation, and accommodation and food services positions.
- ◆ **Downtown Paducah continues to demonstrate its ongoing revitalization**, reflecting significant public and private investment over the last two decades. Lower Town Arts District and the Artist Relocation Program serve as a model for arts-oriented economic development, plus Paducah’s 2013 designation as a UNESCO City of Crafts and Folk Art make the city a vibrant community for residents and tourists alike.

APPROACH AND WORK PLAN

Through the phases and steps outlined below, Kendig Keast Collaborative (KKC) would assist the City and County to prepare an updated Comprehensive Plan for guiding the long-range evolution, development and enhancement of the Paducah/McCracken County area. Our approach has proven effective across a diversity of jurisdictions and settings, and we continue to refine specific aspects based on years of community planning practice. Our work efforts would build upon and benefit from relevant data and findings from other recent and concurrent City and County projects and studies. We would also plan to coordinate with other consultants and professional services providers engaged by the City and County in areas relevant to the work program. Our approach would also be consistent with all relevant provisions of the Kentucky Revised Statutes, specifically within Chapter 100 regarding the overall process, necessary background research, public input opportunities, interagency coordination, public hearing and adoption procedures, and the ultimate plan scope and content to ensure a sound and legally defensible Comprehensive Plan.

Project Administration

KKC would complete project management activities in coordination with the City/County Project Directors to ensure schedule adherence, cost control and quality assurance (e.g., monthly progress reports, detailed schedule for all meeting dates and deliverables, and frequent communication and coordination).

Project Start-Up Activities

We would coordinate closely with City/County staff on these initial activities:

- ◆ Project kick-off meeting (scope and timeline review, data needs, other logistics).
- ◆ Compilation of relevant data and mapping resources.
- ◆ Finalization of the community and leadership engagement strategy (per the specifications and activities on RFP page 8), to plan and facilitate a series of outreach activities (in-person, online and via social media) intended to engage the community’s public and private leadership, as well as residents, business owners, property owners, local organizations and others interested in setting strategic priorities for the community’s future. Also ensure necessary coordination with other external agencies and organizations.

Project Administration and Start-Up Deliverables

- ◆ Project kick-off materials, detailed project schedule and monthly progress reports.

PHASE 1: PADUCAH / McCRACKEN TODAY

We would compile and assess a base of information on the existing conditions and outlook for Paducah/McCracken County, focusing especially on key influences that will shape the area's future. This would provide background and assumptions to support needs assessment and long-range and strategic planning decisions throughout the comprehensive planning process. Work activities would include:

- ◆ Reviewing the City and County's current planning documents and land development regulations, including for potential areas of divergence.
- ◆ Identifying action items in previous plans that were successfully accomplished, remain to be completed, or are not likely to be pursued due to changed priorities, resource limitations or other factors.
- ◆ Considering relevant regional trends, plans and projects that will influence the area over the planning horizon.
- ◆ Itemizing key opportunities, challenges and needs facing the area, using population and other socioeconomic indicator data from local sources, the U.S. Census Bureau (2020 and newer estimates) and other readily available sources to provide further context, including for the Paducah Micropolitan Statistical Area.
- ◆ Completing topic-specific background study and mapping, as appropriate, to provide an up-to-date overview of the area's physical context and historical and recent development. Drawing from data and information resources provided by the City and County, plus discussions with staff and other key contacts, considerations would include:
 - » The area's physical characteristics and context, including a general inventory of valued natural, historical and cultural assets and intact open space.
 - » Land use and development patterns and associated economic and real estate market factors (with staff support for available mapping/data on existing uses).
 - » Growth pattern and trends and associated management efforts, tools applied and resulting outcomes.
 - » Housing market conditions and housing stock in terms of availability, variety and affordability, along with neighborhood-level conditions and issues.
 - » Transportation system, traffic and safety conditions, and public transit status and needs (through the evaluations specified on RFP page 9).
 - » Water, wastewater and storm drainage systems (general condition and capacity, deficiencies and needs), along with the general status of other public services.
 - » Existing economic base and tax base conditions, along with successes and challenges for both economic development and redevelopment.
 - » Parks, recreation and open space assets, along with other City and County public facilities (general condition, deficiencies and needs).
 - » Development policies and regulations, public service capacities, and other physical and fiscal factors that influence community form and character and provide opportunities for or constraints to development and redevelopment.
- ◆ Completing field reconnaissance, with City and County staff and independently, to:
 - » Observe on-the-ground outcomes from previous plan implementation activities



MENU OF OUTREACH OPTIONS

KKC uses numerous techniques, customized to each project and client, to draw participation from all facets of the community. The list of proven successful options includes:

- ◆ Mobile meetings to take key groups “on the road” and consider actual locations and examples in real time.
- ◆ Small-group “living room sessions” hosted by citizen volunteers in their homes, especially to reach busy parents, seniors and homebound residents.
- ◆ Workplace lunch visits, especially to reach live-elsewhere workers.
- ◆ Interactive options for youth and adults integrated into popular community festivals and events.
- ◆ Hands-on “maps and markers” workshops and youth forums.
- ◆ Online community surveys and real-time surveys during events..
- ◆ Keypad voting for rapid feedback.
- ◆ “Meeting in a Box” kits to enable City staff and others to facilitate several potential levels of “DIY” outreach activities to supplement consultant team efforts.

Along with determining the most locally appropriate activities, KKC would also advise on potential ways, beyond traditional notice methods, to raise awareness and boost participation. This has even included having sanitation workers place door-knob hangers/flyers at every residence to preclude “nobody told me” complaints.

The most effective engagement strategies incorporate both “high-touch” and high-tech methods. The in-person activities build rapport, trust and a constituency of support. The online tools create larger networks and enable convenient interaction – leading to more frequent and ongoing engagement.

and application of development regulations, including land use compatibility, development quality, and community aesthetics and image.

- » Develop a photographic inventory for use during the project.
- » Identify areas that may need or be conducive for a special area planning focus within the overall comprehensive planning effort (e.g., key corridors, unique neighborhoods or districts, etc.).

PHASE 1 Community and Leadership Engagement

All of the Phase 1 engagement activities would include discussions and exercises that will enable KKC to craft a **broad, unifying vision statement** on the City and County’s future aspirations for community enhancement. The vision would be further refined during the Plan Direction and Assumptions phase and then would guide the remainder of the Comprehensive Plan process during the Paducah/McCracken Tomorrow and Implementation phases.

- ◆ **Issues and Needs Joint Workshop 1.** Facilitate an initial, informal workshop involving the City Board of Commissioners, County Judge Executive and Fiscal Court, City and County Planning Commissions, and others, as appropriate. The workshop purpose is partly orientation to the plan process, but especially to obtain early leadership input and set direction and priorities for the effort.
- ◆ **Listening Sessions.** Coordinate with City/County staff to arrange and conduct a series of informal, one-hour small-group “listening sessions.” Some sessions may be targeted to stakeholders associated with a particular plan focus (e.g., economic development, parks and recreation, etc.) or a certain demographic (e.g., high school age youth, senior citizens, etc.) while other sessions could involve a mix of residents, business and property owners, public officials, developers/builders/realtors, representatives of community organizations, and others as identified by local officials and staff. In all cases, the intent is to discuss participants’ hopes, concerns and priorities for their community’s future. Each session should involve no more than 15-20 persons to ensure effective dialogue.

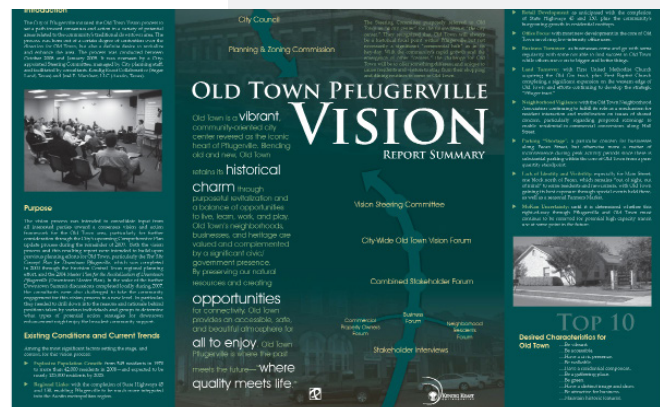
OPTIONAL TASK ACTIVITY: KKC would facilitate more small group sessions as additional budget resources allow, and to the extent they can be accommodated by extending the duration of planned project trips.

- ◆ **Public Forum on the Future of Paducah and McCracken County.** Coordinate with City/County staff to arrange and facilitate a area-wide public forum. This evening event is intended for broad public participation to obtain early input to the planning process from residents and other stakeholders, using a variety of interactive and hands-on engagement activities to avoid just another typical public meeting.
- ◆ **Advisory Committee Work Sessions.** Conduct one or more work sessions with a Comprehensive Plan Advisory Committee during the Paducah/McCracken Today phase, possibly to involve a mobile meeting approach to take the discussion “on the road” and consider actual community conditions and examples in real time. We would use each extended workshop meeting with the committee (typically two hours minimum on a weekday evening) to present and discuss interim draft materials for the planning effort. The committee would be charged with reviewing the draft materials and entering into discussion and debate on plan assumptions, themes and concepts, and an eventual community action agenda during the Paducah/McCracken Tomorrow phase. At least one elected official and one Planning Commission member from both City and County, and possibly more, should serve in liaison roles throughout the process.

- ◆ Developing a **project website** for the Comprehensive Plan process independent of but linked to the City and County websites. After creating the project website during the Paducah/McCracken Today phase, KKC would then coordinate with City/County staff throughout the project to develop project-related content and items to be posted on the website for public information purposes (e.g., upcoming public events, interim draft plan content/maps, other graphics and visuals, etc.). The timing and frequency of such posts would be linked to specific engagement activities and deliverable milestones. The City and County can direct users to the site and highlight new posts via their websites and social media outlets. A logo and tagline for the project would be developed in coordination with City/County staff for incorporation into the website design and use on other project documents, materials and presentations.
- ◆ **OPTIONAL TASK ACTIVITY:** KKC would prepare “meeting in a box” materials that would enable City/County staff or others, independent of the consultant team, to facilitate informal group discussions or lead other types of basic engagement activities that would expand overall community participation in the Comprehensive Plan effort, yield useful input, and do so in a consistent, structured way. KKC would prepare a new “meeting in the box” for the Paducah/McCracken Today and Paducah/McCracken Tomorrow phases of the Comprehensive Plan process. Summary results of such activities must be processed by those leading each activity (based on guidance included in the box) and transmitted back to KKC in an electronic format (i.e., Microsoft Word or Excel file template provided with the box materials) for ease of integration into overall engagement results for the Comprehensive Plan. KKC would also coordinate with City/County staff to ensure a reasonable upper limit on the number of such independently-led meetings and activities in line with the project budget.

PHASE 1 Deliverable

- ◆ The **Paducah/McCracken Today Report**, which would highlight key planning considerations emerging from our initial background studies and leadership and community involvement activities. The report would incorporate maps, graphics or other visual elements that help to illustrate findings while streamlining text.



PHASE 2: PLAN DIRECTION AND ASSUMPTIONS

Through this transition phase, we would highlight our findings about Paducah/McCracken Today to set the stage for Phase 3, Paducah/McCracken Tomorrow. This would involve:

- ◆ Itemizing a core set of assumptions on which the Comprehensive Plan will be based (e.g., population expectations, projected service capacities, etc.);
- ◆ Stating community needs — ongoing, evolving and new — and highlighting key opportunities and challenges the area will face in the years ahead, which the plan must address, including a summary of related public and stakeholder input;
- ◆ Sharing a proposed community-based vision statement, reflecting core community values, and establishing a series of guiding principles for the plan that will be refined through the Paducah/McCracken Tomorrow phase; and
- ◆ Presenting the findings from an initial City and County regulatory evaluation.



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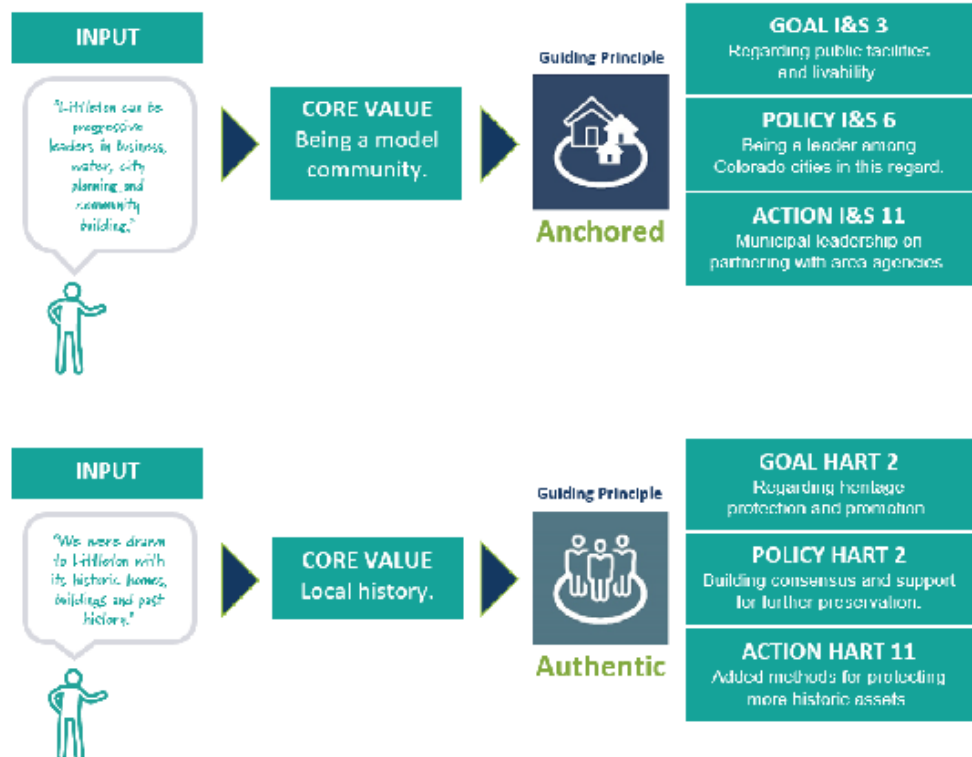
KKC illustration of Vision to Plan process during Comprehensive Plan effort in Littleton, Colorado.

CLIENT SUPPORT

In all of its client contracts, KKC includes an itemization of administrative and technical support services needed from client staff during the project, including:

- ◆ Client Project Director to coordinate with consultant.
- ◆ Transfer of relevant data, mapping, other resources.
- ◆ Arrangements to meet with client elected/appointed officials, staff.
- ◆ Contacts with other relevant agencies, organizations.
- ◆ Distribution of deliverables for review, coordination of comments.
- ◆ Public and media notifications.
- ◆ Posting of interim materials, updates on client website (if no project website).
- ◆ Advisory Committee support, logistics (as applicable).
- ◆ Summaries of pertinent meetings consultant does not attend.
- ◆ Public meeting/hearing arrangements, notices.

FROM INPUT AND VISION TO PLAN AND ACTION



PHASE 2 Community and Leadership Engagement

- ◆ **Joint Workshop 2.** KKC would facilitate this second joint workshop with the City Board of Commissioners, County Judge Executive and Fiscal Court, City and County Planning Commissions, and Advisory Committee to provide an overview of the Paducah/McCracken Today Report and seek feedback on the draft Plan Direction and Outline briefing paper. Based on the workshop results, we would then finalize the paper with City/County staff before work proceeds on the Paducah/McCracken Tomorrow phase.

PHASE 2 Deliverable

- ◆ **Plan Direction and Outline briefing paper**, which compiles the assumptions, key opportunities and challenges, and vision and guiding principles resulting from this phase, and provides a working outline of the Comprehensive Plan document to guide work efforts during the next phase.

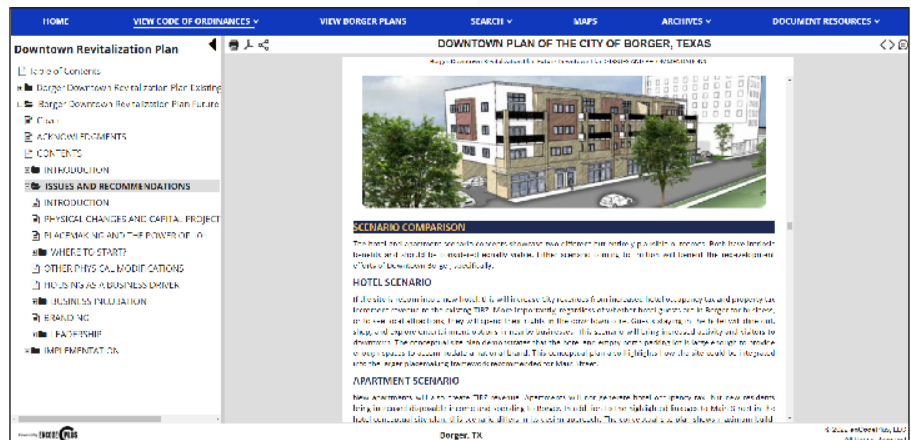
PHASE 3: PADUCAH / McCRACKEN TOMORROW

We would prepare and compile the draft Comprehensive Plan document through this phase, based on the plan outline finalized at the end of the Direction and Assumptions phase, plus further interaction with City/County officials, staff, residents and other stakeholders. The Paducah/McCracken Tomorrow portion would focus on key planning issues and considerations, a refined vision, guiding principles and associated community goals and objectives (revised and new), and a series of specific action items. Work activities would include:

- ◆ Assessing the long-range development outlook and context for Paducah and McCracken County, including consideration of post-COVID land use trends and variations from traditional practice. Drawing from results of the Paducah/

McCracken Today phase and discussions with staff and other key contacts, considerations would include:

- » Identification of areas available, most suitable and preferred for new growth and targeted reinvestment, taking into account potential constraints such as floodplains and other physical and environmental factors, existing land use and property ownership patterns, the transportation network, and infrastructure and public service capacities and availability.
- » A policy framework and associated strategies for coordinating growth management and future land use, applying KKC's Community Character methods, and ensuring linkages to infrastructure and service capacities, land use balance and residential density considerations, infill and redevelopment opportunities, economic development needs and socioeconomic factors, and rural/agricultural preservation and other resource conservation priorities.
- » Strategies for overcoming any identified barriers to local housing development, and for maintaining the integrity of existing neighborhoods (including through ongoing neighborhood-level planning) while setting appropriate standards for quality, sustainable new residential areas.
- » Ways to strengthen the area's economic base and tax base, and its "quality of place" appeal, through an area-wide economic development strategy (as specified on RFP page 9), including consideration of the general fiscal implications of future growth and development patterns and associated upgrades to or extension of public infrastructure and services.
- » A strategy for orderly improvement of the area transportation system, considering not only facilities for automobiles but also pedestrian/bicycle circulation, transit and alternative transportation options (through the work activities specified on RFP page 9).
- » The general capacity outlook for the area's water, wastewater and storm drainage systems, planning-level improvement needs and their approximate timing based on projected growth and potential redevelopment activity (setting the stage for more detailed system master planning per RFP page 9), and opportunities to incorporate Low Impact Development (LID) and green infrastructure design practices to boost the area's sustainability and resiliency, along with energy conservation and alternative energy strategies.
- » Priorities for enhancing the area's park, trail and recreation sites (as specified on RFP page 9), promoting connectivity and healthy lifestyles for residents, and considering all forms of amenities and leisure, entertainment and cultural activities that contribute to community livability and appeal.
- » Place-making, urban design and image/appearance opportunities in terms of development quality along high-profile roadways and at "gateway" locations, beautification efforts within public areas, and preservation of valued natural/cultural/historical amenities – all synced with community branding efforts.





- ◆ Preparing a new county-wide Future Land Use and Character Map that visually depicts the area's general development pattern and open space preservation intent for the years ahead, thereby providing essential public policy support for the City and County's development regulations and other growth guidance tools and activities.

PHASE 3 Community and Leadership Engagement

- ◆ **Advisory Committee Work Sessions.** Conduct up to four Advisory Committee meetings during this phase to present, discuss and refine interim draft Paducah/McCracken Tomorrow content.

OPTIONAL TASK ACTIVITY: KKC would facilitate additional Advisory Committee work sessions as additional budget resources allow, to enable more in-depth discussion of draft plan content and considerations.

PHASE 3 Deliverables

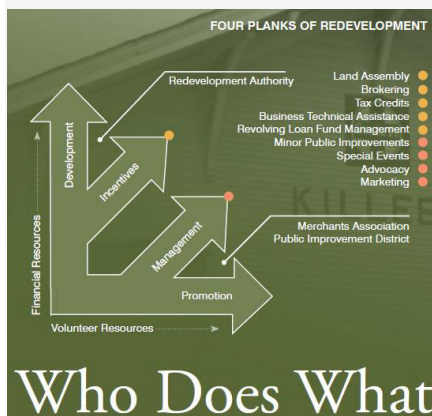
- ◆ **Draft Paducah/McCracken Tomorrow portion of Comprehensive Plan,** including the new Future Land Use and Character Map, as developed incrementally through the Advisory Committee process.
- ◆ **Paducah/McCracken Tomorrow Vision Statement,** which would be included and highlighted within the Paducah/McCracken Tomorrow portion of the plan but formatted in such a way that it can be printed as a stand-alone handout. The vision statement would be synthesized from leadership and community input and feedback received during the engagement activities and workshops during Phases 1 and 2. As part of ultimate plan adoption, the vision statement should be found to be representative of a cross-section of the community, and it should align with and strengthen existing community partnerships.

PHASE 4: PLAN IMPLEMENTATION

Informed by the Paducah/McCracken Tomorrow Phase, we would coordinate with City/County staff to compile potential action items that are near-term and strategic in nature so they may be addressed in more detail and prioritized through the final joint workshop in this phase. The Implementation element of the plan would also:

- ◆ Clarify the respective implementation roles of City and County officials, boards/commissions and staff.
- ◆ Highlight opportunities for the City and County to coordinate their implementation efforts with other key agencies and entities, with other jurisdictions as appropriate, and with other private and non-profit partners.
- ◆ Spell out essential procedures for monitoring implementation efforts and reporting progress on key action priorities annually, using specific action metrics and benchmarks where appropriate, and for completing future plan reviews and updates at appropriate milestones.

KKC would also complete a more in-depth evaluation of the potential effectiveness of the City and County's current development regulations and standards/guidelines relative to goals and action items in the draft Comprehensive Plan that would likely require regulation to implement. Summary findings would be compiled in memorandum form along with recommended substantive and procedural changes to current regulations and practices to ensure consistency between plan and ordinances, and to increase the likelihood of achieving desired outcomes.



PHASE 4 Community and Leadership Engagement

- ◆ **Public Open House Event.** Coordinate with City/County staff to arrange and host an Open House through which the public could view displays, hear an overview presentation, and interact with the City and County's planning consultants and staff in an informal atmosphere prior to formal public hearings. Community input and feedback would be obtained on the potential near-term action priorities in the draft Comprehensive Plan to be covered in Joint Workshop 3.
- ◆ **OPTIONAL TASK ACTIVITY: KKC would coordinate with City/County staff to arrange and host a series of mobile "Take the Plan to Them" events at places where people already gather or come and go in large numbers (e.g., coffee spot, fitness center, grocery store entry, library, etc.) rather than the typical "Come to Us" open house at a standard public meeting venue. Along with a set of mobile displays on the draft plan, the events would be designed for quick, informal interactions and then directing people to online resources for viewing the plan in more depth prior to formal public hearings. Feedback would especially be obtained on the potential near-term action priorities to be covered in Joint Workshop 3.**
- ◆ **Joint Workshop 3.** Provide an overview of the overall draft plan, build consensus on near-term action priorities, and discuss related implementation tools and logistics with the City Board of Commissioners, County Judge Executive and Fiscal Court, City and County Planning Commissions, and Advisory Committee, and City/County management and staff.

PHASE 4 Deliverable

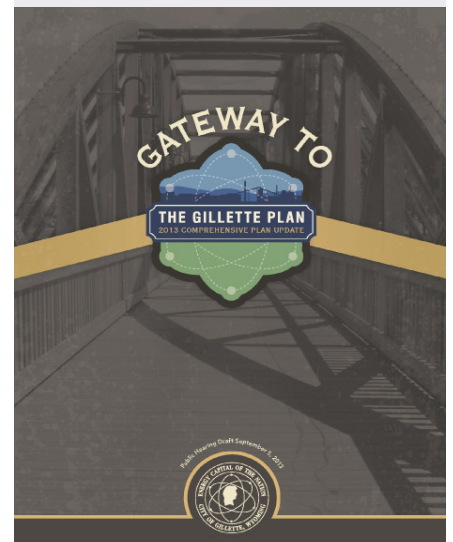
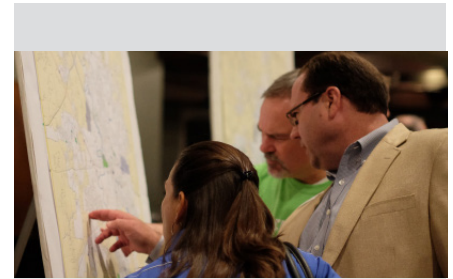
- ◆ **Implementation section** to add to the overall Comprehensive Plan package.

PHASE 5: FINALIZATION AND ADOPTION

Following the final joint workshop in the Plan Implementation phase, we would coordinate with City/County staff to compile a revised Hearing Draft version of the proposed Comprehensive Plan for public hearing and official consideration. Then, following adoption, we would produce the as-adopted version of the Comprehensive Plan, reflecting all further adjustments made through final review and deliberation.

PHASE 5 Community and Leadership Engagement

- ◆ **Joint Planning Commissions Public Hearing.** In coordination with City/County staff, present highlights of the final proposed Comprehensive Plan at a joint public hearing before both the City and County Planning Commissions (as feasible, unless separate City and County hearings are deemed more appropriate), and assist in responding to public comments and questions. Then proceed into a Planning Commissions workshop (also conducted jointly, as appropriate), immediately after the hearing, to identify any revisions the Commissions may suggest before making a recommendation of plan adoption to their respective elected bodies.
- ◆ **Joint Public Hearings Before City Board of Commissioners and County Judge Executive and Fiscal Court.** In coordination with City/County staff, present highlights of the final recommended plan at a joint public hearing before both governing bodies (as feasible, unless separate City and County hearings are deemed



HIGH QUALITY DELIVERABLES

KKC is known for plan documents that are not only sound in content and for decision-making guidance, but are visually appealing, inspirational and capture the spirit of a community.



KENDIG KEAST
COLLABORATIVE

PLAN FORMAT OPTIONS

KKC now creates and publishes nearly all its new Comprehensive Plans on its **WebPlan platform for online, interactive plans**. However, some clients still prefer to maintain and access their plan content in **traditional Word documents**, which can also be posted and disseminated as PDFs. In other cases, KKC planners and document designers use the Adobe Creative Suite to prepare attractive plan documents and summaries within **InDesign**. KKC would offer all of these options to the City of Paducah and McCracken County and be prepared to discuss the associated logistics and cost considerations at the appropriate point in the consultant selection process.

more appropriate), and assist in responding to public comments and questions, as appropriate, before each governing body considers plan adoption.

PHASE 5 Deliverables

- ◆ **Hearing Draft version** of the final proposed Comprehensive Plan, in PDF format, for printing, distribution and website posting – or available online via WebPlan (if used in the project) for official and public review prior to the public hearing phase.
- ◆ **Compilation of further potential revisions** to the Hearing Draft version, prior to the governing bodies hearing(s), to highlight any further plan adjustments recommended by the Planning Commissions as part of their recommendation of adoption.
- ◆ **OPTIONAL TASK ACTIVITY: KKC would prepare a stylized summary of the new Comprehensive Plan. The summary would be created either as a stand-alone document for printing, or within WebPlan (if used in the project) and designed as a “gateway” to the full online plan, and set up for export to PDF along with online viewing. The level of content and design would emphasize accessibility for the lay reader and a distinctive visual appeal as these publications also often serve as valuable marketing collateral and a profile-raising piece for the community. The summary would highlight key action steps to be pursued in the years ahead in accordance with the plan.**
- ◆ One **master printed original** of the final adopted Comprehensive Plan, including all maps and illustrations, provided in a binder for ease of reference and updating. Or, if WebPlan is used in the project, electronic files for any elements of the final plan document that are not already built into the online plan version in WebPlan, all GIS/map-related files in ESRI-compatible formats as specified by the City and County, and a master Adobe PDF file containing the entire final adopted plan.

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SCHEDULING PHILOSOPHY

A project schedule should be aggressive enough to ensure steady progress and maintain interest but not so fast-paced that participants in the process feel rushed in their deliberations or ability to offer input.

G. PROJECT SCHEDULE

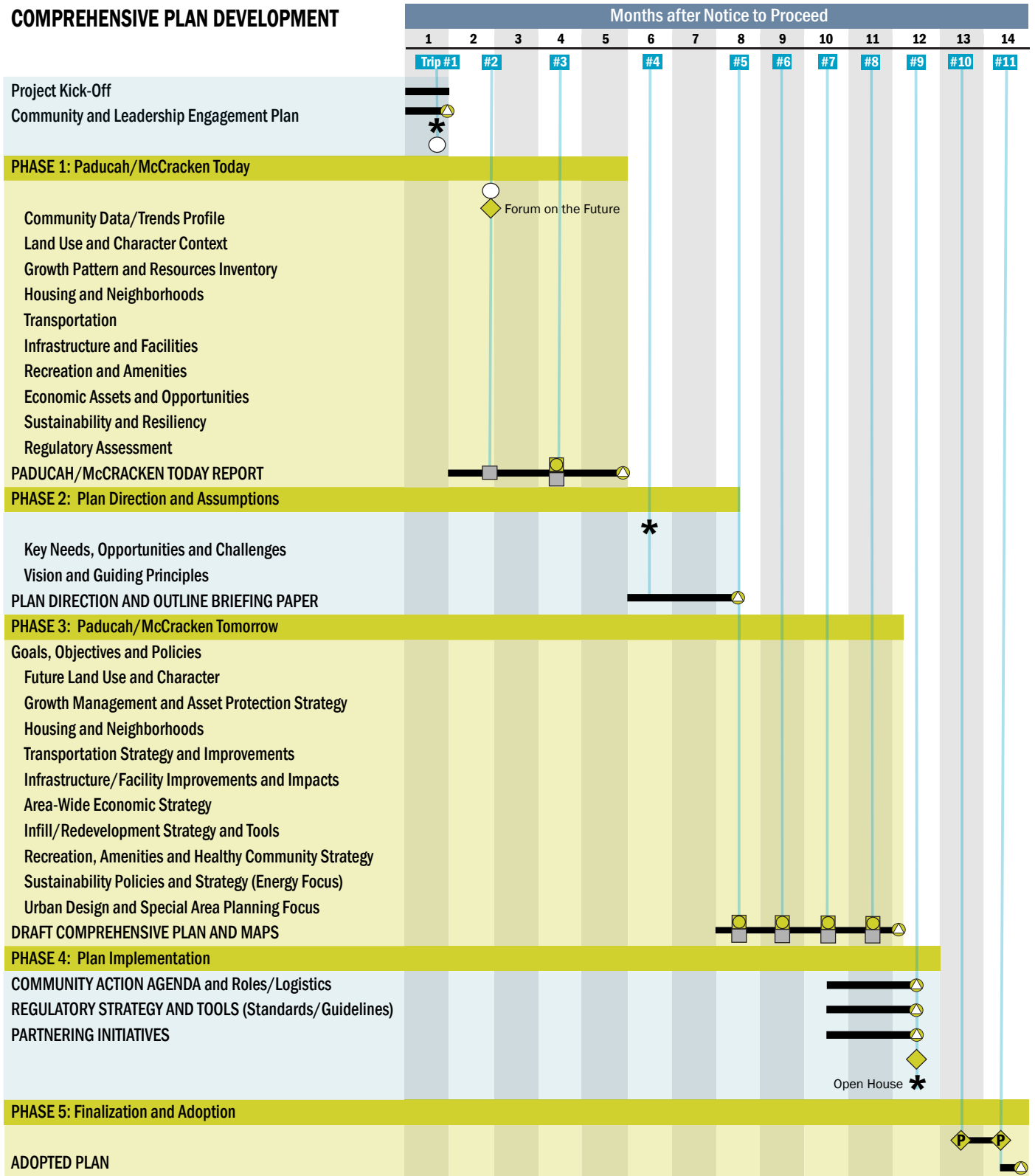
The Project Schedule graphic on the next page illustrates the project phases and their durations, along with the timing of the principal community engagement activities and other project meetings, workshops and pre-adoption public hearings, and when the major deliverables will occur. No variations from the RFP timeline are proposed.

Project Schedule Detail

The table below addresses certain Project Schedule specifics requested in the RFP, recognizing that the durations of various activities (in the In Months column) will overlap within the overall 12-14 month anticipated timeline.

Major Activities for Time Allocation	In Months	Percent of Total Workload
Listening Sessions	2	4
Forum on the Future of Paducah/McCracken County	1	3
Open House at Draft Plan stage	1	2
Comprehensive Plan Advisory Committee meetings	6	9
Project website and other public information updates	13	5
Paducah/McCracken Today Report	4	18
Plan Direction and Assumptions Briefing Paper	2	7
Paducah/McCracken Tomorrow portion of plan	4	25
Plan Implementation portion of plan	2	12
Map production (during Today and Tomorrow phases)	10	7
Preparation of Hearing Draft of Comprehensive Plan	2	5
Preparation of final Comprehensive Plan	1	3

COMPREHENSIVE PLAN DEVELOPMENT



Symbol Key:

Task Duration	Deliverable	Listening Sessions	Comprehensive Plan Advisory Committee (CPAC)	Staff Work Session	Community Outreach Activity	Governing Bodies/Planning Commissions Joint Workshop	Public Hearings

Project Team Organization Chart



H. PROJECT MANAGEMENT

The organization chart on this page illustrates the proposed KKC project management and other key personnel from both KKC and subconsultant KEG, with the assigned roles for each individual.

Location of Project Management

Consistent with KKC's "two-deep" project management approach that applies across its national planning practice, KKC President Gary Mitchell will be a "hands-on" manager of the overall process and consultant team from KKC's Houston-area headquarters location in Sugar Land, Texas, coordinating daily and throughout with Deputy Project Manager and KKC Senior Associate Steve Sizemore, who is based in KKC's office in Louisville, Kentucky. Gary will be the primary point-of-contact for the City and County project directors, backed up regularly by Steve and especially if and when Gary is attending to other commitments.



Matrix of Key Personnel's Shared Project Experience

The table on the next page demonstrates the depth of our assembled multidiscipline team for this project. Our assigned personnel will apply skills gained through both their public sector and consulting experience that are relevant to the anticipated Paducah/McCracken County joint Comprehensive Plan effort based on the RFP description.

Kaskaskia Engineering Group, LLC Project Personnel

Geri E. Boyer, PE
Transportation and Infrastructure

Kent Ahrenholtz, PE
Transportation Planning

Bryan Veale, PE
Utility Coordinator

Molly Barletta
Environmental Planning

Project Professionals Skills Matrix														
Experience and Knowledge Area	Kendig Keast Collaborative										Kaskaskia Engineering Group			
	Gary Mitchell, FAICP	Steve Sizemore, AICP	Ashley Woolsey	Greg Flisram, CEcD	Marcia Boyle, AICP	Janis Burall, AICP	Jennifer Mak, AIA, NCARB, LEED Green Associate	Luis Mercado	Missy Quigley, JD	Sharon Cadena	Geri Boyer, PE	Kent Ahrenholtz, PE	Bryan Veale, PE	Molly Barletta
Project Management	√	√	√	√	√	√	√			√	√	√	√	√
Comprehensive Planning	√	√	√	√	√	√	√			√	√	√	√	√
Community Character, Urban Design and Density	√	√	√	√	√	√	√	√	√					
Land Use Planning	√	√	√	√	√	√		√						√
Community Engagement, Participation, Education	√	√	√	√	√	√	√				√	√	√	√
Community Visioning	√	√		√	√	√	√				√			
Socioeconomic Profiles	√	√	√	√	√	√	√							√
Growth Management and Annexation Planning	√	√		√		√		√			√	√	√	
Housing and Neighborhood Strategies	√	√		√	√									
Transportation and Mobility Planning	√	√		√	√	√					√	√	√	√
Utilities and Infrastructure (Water, Wastewater)	√			√	√	√	√				√	√	√	
Public Facilities, Services and Public Safety	√	√		√	√		√	√			√	√	√	√
Sustainability, Resiliency and Capacity Planning	√	√	√	√	√		√		√		√	√	√	√
Heritage Planning (Cultural Resources / Historic Preservation)	√	√		√	√				√					√
Stormwater Planning and Drainage	√	√									√	√		√
Environmental Planning	√	√			√	√	√				√	√	√	√
Alternative Energy and Energy Conservation		√					√					√		
Economic Development, Redevelopment and Infill	√	√		√	√		√		√					
Healthy Communities	√	√			√	√	√				√			
Parks and Open Space Planning	√	√		√	√	√	√	√			√			
Recreational Trails and Bikeways Planning	√	√			√	√	√				√		√	√
GIS/Data Management		√				√		√						
Corridor and Special Area Planning	√	√	√	√	√	√	√	√			√	√	√	√
Zoning, Subdivision and Development Regulations	√	√	√	√	√			√	√					√
Site Planning, Streetscaping and Landscape Architecture	√	√		√	√		√	√			√	√	√	√
Design Guidelines	√	√	√	√	√		√	√	√		√	√	√	
Web Design/Graphic Design					√		√			√				
Code Graphics					√			√		√				

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APPENDIX A

SIGNATURE/CERTIFICATION

This proposal is signed by Gary Mitchell, FAICP. As the President of Kendig Keast Collaborative, Gary has the authority to contractually bind the company. Our offer stands firm for a 90-day period from the submittal deadline of November 2, 2022.

Gary may be contacted during the period of proposal evaluation for the purpose of clarifying submitted information.

Gary Mitchell, FAICP
President, Kendig Keast Collaborative
1415 Highway 6 South, Suite A-300
Sugar Land, TX 77478
gary@kendigkeast.com
(281) 721-4105

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APPENDIX B

RESUMES OF KEY PROJECT PERSONNEL



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Gary Mitchell, FAICP

President, KKC



Gary brings professional planning experience at the city, county and regional levels since 1989. Working as a community planning consultant since 1999, he is particularly adept at facilitating advisory committee processes, leading strategic planning workshops, and involving leaders and residents in planning initiatives.

Gary regularly leads high-profile engagements in a variety of settings, addressing the gamut of community planning issues down to the corridor, district and neighborhood levels.

Topics addressed include land use, transportation, growth management and annexation, housing, economic development, infrastructure, community facilities, public services, bicycle/pedestrian circulation, parking, downtown revitalization, neighborhood conservation, environmental and cultural resources, park systems and trail networks, historic preservation, urban design, and transit-supportive station area planning.

His portfolio includes 60+ comprehensive plans—in communities ranging from 2,000 to 200,000 people—and his consulting work has taken him to 19 states (Arizona, Arkansas, Colorado, Florida, Illinois, Kansas, Louisiana, Michigan, Mississippi, Nebraska, New Jersey, New Mexico, North Carolina, Oklahoma, South Carolina, Tennessee, Texas, Utah and Wyoming). Besides helping communities consider their long-range outlook and establish goals, policies and an action agenda, Gary enjoys moving beyond planning into meaningful implementation efforts. This includes work on zoning and other development codes, capital improvements planning, annexation assessments and planning, and pursuit of grant funds.

Gary began his public sector career as a Rockland County planner in New York's Hudson River Valley. Later he progressed to Chief Regional Planner for the Houston-Galveston Area Council, a metropolitan planning agency covering 13 counties with 4.5 million residents and 150 local governments (as of 1999). During Gary's time in consulting, 14 communities he has assisted have received awards from divisions of the American Planning Association (APA) as outstanding examples of urban planning. Gary has served in leadership positions with both the Texas Chapter and Houston Section of APA. He also lectured in the Texas A&M Department of Landscape Architecture & Urban Planning, co-teaching the Plan Implementation course for Master of Urban Planning candidates.

Fellow of the American Institute of Certified Planners

In 2020, Gary was selected by his peers for induction into the **AICP College of Fellows**, the highest honor the American Institute of Certified Planners bestows. At the time, the College had approximately 600 members nationwide.

The FAICP honor recognizes the achievements and leadership of the professional as a model planner with outstanding contributions to planning and society over an extended period of time. "The outcomes of their individual efforts left demonstrably significant and transformational improvements to the field of planning and the communities they served."



PROJECT MANAGER

**Engagement and Vision,
Growth Management, Land Use and
Community Character**

EDUCATION

- ◆ Master of Urban Planning, Texas A&M University, 1988
- ◆ B.A., Economics (with Highest Honors), University of Texas at Austin, 1986

PROFESSIONAL REGISTRATION

- ◆ American Institute of Certified Planners, #8987, 1991

PROFESSIONAL AFFILIATIONS

- ◆ American Planning Association (APA) – Texas Chapter Treasurer
- ◆ Chair, Professional Advisory Council, Texas A&M University Master of Urban Planning Program
- ◆ Phi Beta Kappa
- ◆ Omicron Delta Epsilon International Honor Society for Economics
- ◆ Tau Sigma Delta Honor Society for Architecture and Allied Arts

PRESENTATIONS

- ◆ *Growing and Strengthening Your Downtown*, Bringing Back Main Street Downtown Revitalization Summit, Houston-Galveston Area Council (H-GAC), 2019
- ◆ *What We Build and How We Get There: The Land Use-Transportation Connection*, Texas APA, 2018
- ◆ *Prospects for PDs: State of the Practice*, Texas APA, 2017
- ◆ *Developing Effective Public Engagement Plans*, H-GAC Planning Workshop, 2016
- ◆ *Bringing It All Together: How Can Communities Realize Their Potential*, H-GAC Planning Workshop, 2015
- ◆ *Designing with Nature*, H-GAC Planning for Sustainable Growth Workshop, 2010



KENDIG KEAST
COLLABORATIVE

DEPUTY PROJECT MANAGER

**Engagement, Housing and
Neighborhoods, Sustainability
Practices/Coding**

EDUCATION

- ◆ Doctor of Philosophy, Urban and Public Affairs, University of Louisville, 2019
- ◆ Master of Community Planning, University of Cincinnati, 2004
- ◆ Bachelor of Arts, Kinesiology, University of Kentucky, 1997

PROFESSIONAL REGISTRATION

- ◆ American Institute of Certified Planners (AICP), #022374, 2008

PROFESSIONAL AFFILIATION

- ◆ American Planning Association (APA)

PRESENTATIONS

- ◆ American Planning Association Indiana Chapter (APA-IN) Fall Conference, October 2021, *Hoosier Housing Roundtable*
- ◆ Ohio Kentucky Indiana (OKI) Regional Planning Conference in October 2016, *The Role of Engaged Universities in Promoting Positive Community Outcomes*
- ◆ Kentucky Chapter of the American Planning Association (KAPA) Spring Conference in May 2016, *Planning Communities of Opportunity: Why Two Key 2015 Federal Housing Decisions Matter*
- ◆ American Planning Association (APA), National Conference in April 2015, *Transforming Louisville's Built Environment*
- ◆ Louisiana Smart Growth Summit in November 2012, *Making Postcard Places: Infrastructure's Role in Economic Development and Parks and Rec: The Role of Parks in Our Communities*
- ◆ Ohio Kentucky Indiana (OKI) Regional Planning Conference in September 2012, *Planning Beyond the Path: Maximizing Trail Impact for Communities*

Steve Sizemore, Ph.D, AICP

Senior Associate, KKC



Steve joined KKC as a Senior Associate in our Kentucky/Indiana office in 2019, following many years as a professional planner in the public sector where he has focused his career on advocating for healthy, sustainable and equitable approaches to city planning. He recently achieved his Ph.D. at the University of Louisville in the Urban and Public Affairs program with a specialization in planning. His doctoral dissertation analyzed local government policy in response to the affirmatively furthering fair housing provision of the 1968 Fair Housing Act. In his public sector experience, Steve has held roles focused on neighborhood and long-range

planning, conservation planning, code writing, active transportation, affordable housing, and healthy city approaches.

In his public sector experience, Steve worked as a Senior Planner for Louisville (KY) Metro Government in multiple roles, including many years on the neighborhood and long-range planning team. In this capacity, he applied his skills of community engagement, project management, GIS and data analysis, and aligning best practices with the unique challenges of each plan's context. Steve also co-authored Louisville's conservation subdivision regulations where he performed extensive research, negotiated innovative solutions, and helped foster its successful adoption as a regulation. In other roles with Louisville Metro, he played a fundamental role on the leadership team in Move Louisville, the city's first multi-modal transportation plan in over 20 years. He also played a critical role advancing the Louisville Loop project, a 100-mile plus shared-use path encircling Louisville. Steve guided the strategic direction and operational planning process to ensure the Louisville Loop's resiliency for the long-term.

Steve's primary work characteristic is his devotion to promoting the concept that all plans and regulations should foster desirable community character while also serving to enhance healthy, resilient, and equitable outcomes for all citizens. He has demonstrated his dedication to these principles through his decade-plus public sector work, education training, research, and teaching. Between 2007 and 2015 he served as adjunct faculty in the University of Louisville's Masters of Urban Planning program where he taught courses on planning history, planning theory, neighborhood planning, and helped leading studio courses.

Steve has spoken at national planning conferences along with regional conferences in Kentucky, Ohio, and Louisiana on neighborhood planning, active transportation, fair and affordable housing, and conservation subdivisions.

Steve recently co-authored "HUD's Sustainable Communities Initiative: An Emerging Model of Place-Based Federal Policy and Collaborative Capacity Building" for Cityscape in 2017. He also authored a chapter of The Commissioner: A Publication of the American Planning Association in 2009 titled "Developing a Walkability Plan".

Having resided in South America for a time, Steve is proficient in speaking Spanish.

Ashley Woolsey

Associate, KKC



Ashley brings to Kendig Keast Collaborative (KKC) practical experience from the public sector, specifically in roles administering zoning and subdivision regulations, conducting development reviews, and updating community zoning ordinances. She also has project experience in parks and recreation planning.

Ashley joined KKC the Southern Indiana/Kentucky office as an Associate in 2019 and is based in Louisville, Kentucky. Ashley is an excellent communicator and brings her credentials in language arts to crafting easy-to-understand standards and regulations for variety of projects including zoning ordinances, subdivision regulations, unified development codes, and planned development districts. She was the primary author for the update to Freeport, TX's zoning ordinance and subdivision regulations and has worked on projects for several communities including Ascension Parish, LA; Chesterfield County and Harrisonburg, VA; Borger, Early, Edinburg, Fulshear, Grand Prairie, Jasper, Liberty, and Lubbock, TX; Harrisburg, NC; and Littleton, CO. Ashley has also created supplemental development guidebooks for Harrisburg, NC and Borger, TX.

Prior to her time with Kendig Keast Collaborative (KKC), Ashley worked for in the planning department for the City of Clarksville, IN, then subsequently for the City of Jeffersonville, IN as the Zoning Administrator. In these positions she processed and reviewed a variety of smaller development applications for accessory structures, sign permits, and special events. She also conducted reviews and wrote staff reports for more significant development applications (site development plans, variance requests, and subdivision plats) which she then presented to the Planning and Zoning Commission or the Board of Adjustment. In Clarksville, she coordinated bi-weekly technical review committee meetings with multiple department heads and applicants. In Jeffersonville, Ashley was the point of contact for potential applicants and outlined the development process during pre-conference meetings.

During her tenure in the public sector, Ashley saw first-hand the problems that arise with outdated or unclear regulations. She understands the daily reality of administering zoning regulations and how crucial it is for the regulations to be explicitly written and consistently interpreted so expectations are well-defined. She found the opportunities to update or correct pieces of the codes very rewarding, especially the mutual benefit to the municipalities for whom she worked as well as the developers working within them. Ashley is passionate about working with communities to create efficient, user-friendly development regulations that can be effectively administered by staff while achieving desired, high-quality outcomes.

Ashley has spoken at Indiana's planning conference about optimizing residential zoning regulations and streamlining approval procedures.

Engagement, Existing Land Use, Regulations Evaluation

EDUCATION

- ◆ Master of Urban Planning, University of Louisville, 2017
- ◆ Bachelor of Arts, English and Political Science, Bellarmine University, 2013

PROFESSIONAL AFFILIATION

- ◆ American Planning Association (APA)

PRESENTATIONS

- ◆ *Streamlining Your Residential Zoning Code*, Indiana Chapter Conference of the APA, March 2022



Economic Development, Redevelopment

EDUCATION

- ◆ Master of Urban Planning, School of Architecture and Urban Planning, University of Wisconsin-Milwaukee
- ◆ Graduate Studies, Urban and Regional Planning and Design, College of Environmental Design, California State Polytechnic University
- ◆ B.A. Economics, University of Wisconsin-Milwaukee

PROFESSIONAL AFFILIATIONS

- ◆ Member, American Planning Association (APA), Wisconsin and Michigan Chapters
- ◆ Member, Urban Land Institute (ULI)
- ◆ International Economic Development Council (IEDC) Certified Economic Developer

PRESENTATIONS

- ◆ Milwaukee Downtown Rotary Club, May 2007
- ◆ Metro Milwaukee Association of Commerce, August 2006
- ◆ Wisconsin APA Conference, April 2003
- ◆ Michigan Association of Planning Conference, September 1999
- ◆ Michigan Municipal League Conference, May 1998

PUBLICATIONS

- ◆ *"Northern Exposure: New Sports District For Wisconsin's Bay Area."* Next American City, 2009 (publication pending)
- ◆ *"The New Garden Cities."* Planning Magazine (scheduled August 2009)
- ◆ *"Putting The Funk In Functional."* Planning Magazine, 2008
- ◆ *"Harboring Ambitions: New Horizons For Great Lakes Ports."* Planning Magazine, 2008

Greg Flisram, CEcD

Special Advisor for Redevelopment/Revitalization, KKC



Greg has professional planning experience spanning a broad spectrum of work since 2001, including: comprehensive planning, corridor planning, redevelopment planning, urban design, community and economic development, historic preservation, and plan implementation. Greg's professional orientation is toward project implementation; he brings the perspective of someone who not only plans, but also does. He also brings a broad range of hands-on professional experience having worked in the public, private, and nonprofit sectors. Greg has published numerous articles in national publications such as *Planning* and *Urban Land* magazines.

Greg's work has ranged from the development of regional economic positioning initiatives; to district marketing and promotional strategies; to neighborhood and corridor plans; to the structuring of public-private partnerships. He has also managed numerous corridor economic repositioning/redevelopment projects, including major projects in metro Milwaukee and Madison, WI, Chicago, IL, St. Louis, MO, and Lansing, MI. Greg has proven himself to be an effective redevelopment project manager with a knack for translating ideas into concrete actions. In addition to having managing numerous physical planning and urban design plans, his professional experience also includes a deep understanding of the mechanics of 'ground-level' real estate development projects. He has a deep working understanding of the major tools of urban (re)development including TIF, BIDs, revenue bonds, and myriad forms of tax credits and public-private deal structures.

Greg has experience with the Cities of Kansas City, MO and Green Bay, WI Economic Development Corporations and with a national non-profit corporation. His main activities have involved developing and managing project-specific initiatives and collaborations among municipal leaders, private corporations, real estate professionals, and NGOs. This work has involved a broad variety of planning, project management, and project implementation activities geared toward achieving visible and lasting results in highly distressed urban neighborhoods.

His recent KKC projects include:

- ◆ Sandy City, UT Stadium Village Master Plan
- ◆ Fremont, NE Comprehensive Plan Economic Development Strategy and Energy Element
- ◆ Cuero, TX Downtown Area Plan
- ◆ Ponca City, OK Comprehensive Plan Economic Development Element
- ◆ Carbondale, IL Comprehensive Plan Economic Development Element
- ◆ Killeen, TX Downtown Master Plan
- ◆ Florence, SC Downtown Master Plan and Update
- ◆ Valparaiso, IN U.S. 30 Corridor Master Plan

Marcia Boyle, AICP

Urban Designer, KKC



Marcia's work focuses on creating and implementing design tools that recognize and promote unique community character. To understand the community's assets and vision for the future, she engages residents through a variety of hands-on activities in design charrettes, workshops, online visual preferencing surveys, and open house events. Her work often highlights the importance of the historic structures, landscapes, and character of a place to build into the vision for the future. Marcia's experience in the public and private sectors ensures a commitment to selecting and creating the

appropriate design tools while ensuring the tools will be easy to use and implement by all groups involved.

Marcia joined Kendig Keast Collaborative (KKC) as an Urban Designer in 2021 and is based in Pittsburgh, PA. She works on urban design and historic preservation project components for a range of projects including zoning and land development codes, comprehensive plans, historic preservation plans, and historic district design guidelines for clients nationwide.

During graduate school, Marcia worked in the public sector as a Historic Preservation Coordinator for the City of Madison, Indiana. In this position, she worked alongside the Historic District Board of Review to review and grant Certificate of Appropriateness applications, managed the Preservation & Community Enhancement Grant Program, and assisted community members in determining appropriate alterations to historic buildings. As part of her Master's thesis, Marcia worked with the City of Washington, Illinois to evaluate the potential of designating the downtown to the National Register of Historic Places. Simultaneously, she assisted in the adoption of the local downtown historic district and wrote the Washington Square Commercial Historic District Review Design Guidelines for use by the Washington Historic Preservation Commission.

After graduate school, Marcia began her professional career at Winter & Company, a nationally recognized urban planning, historic preservation and urban design firm in Boulder, Colorado. As an Associate Planner with the firm, Marcia worked on a variety of projects including neighborhood plans, zoning codes, urban design guidelines, historic preservation ordinances, historic preservation plans, historic district design guidelines, and historic district certificate of appropriateness review. In all projects, Marcia worked closely with community members to determine the appropriate tools and strategies to implement their vision. In order to fully understand this vision, Marcia often led hands-on workshops with a range of activities including strengths and opportunity identification; visual preferencing activities; site and building plan cut and paste; and recording feedback through text, maps, and sketching. Marcia then translated this input to the appropriate documents and presented to staff, community members, and elected officials. She recognizes the importance of employing a range of public outreach tools to reach as many community members as possible in order to create a product tailored to the community at hand.

Engagement, Historic Assets/ Preservation, Urban Design, Community Profile

EDUCATION

- ◆ Master of Urban Planning, University of Illinois at Urbana-Champaign, 2016
- ◆ Bachelor of Arts, Studio Art and "Design for Social Spaces", St. Olaf College, 2014

PROFESSIONAL REGISTRATION

- ◆ American Institute of Certified Planners (AICP), #32882, 2020

PROFESSIONAL AFFILIATION

- ◆ American Planning Association (APA)

PRESENTATIONS

- ◆ *Developing Partnerships Between Preservation & Archaeology to Increase Public Engagement*, Colorado Preservation Inc Conference, February 2019
- ◆ *Downtown Design*, Texas Downtown Association: Downtown Summer Camp, July 2021



KENDIG KEAST
COLLABORATIVE

GIS Mapping and Analysis, Natural Resources

EDUCATION

- ◆ B.F.A, Advertising Art, University of North Texas, with minors in Computer Science and Technical Communication.

PROFESSIONAL REGISTRATION

- ◆ American Institute of Certified Planners, #022528

PROFESSIONAL AFFILIATION

- ◆ American Planning Association.

Janis Burall, AICP Senior Associate, KKC



As a planner, Janis has scoped, budgeted, and managed projects, conducted stakeholder interviews and facilitated public meetings, and written technical reports and authored plan elements for various projects.

However, Janis's focus for most of her decades of planning experience has been in applying concepts of Geographic Information Systems (GIS) to community and urban planning projects. She has designed and integrated spatial databases for infrastructure inventories, transportation feasibility studies and corridor alternatives analysis, demographic and socioeconomic analysis, growth management and land use analysis, market and service area analysis, and environmental impact statements. Project scales have ranged from small-area studies like downtown parking inventories to multi-corridor planning projects which spanned the U.S. from coast to coast.

Janis has routinely been a GIS task leader for data collection, data conversion, and database development. She has conducted data needs assessments, developed methodologies for geographic analysis, and provided maps and map viewers for enhanced visualization. She has also developed digital map templates for subconsultants and has overseen map production by other GIS staff throughout a project's lifecycle.

A large part of Janis's diverse experience has been in support of Comprehensive Plans and Zoning Ordinance development. She has developed numerous future land use plans and thoroughfare plans, and created many maps showing annexation histories, infrastructure service gaps, and traffic volumes. She has created parkland and open space inventories and performed service area analysis for many parks plans. She has prepared field maps for land use inventories and from them, prepared many Official Zoning Ordinance Maps and atlases.

As a GIS Manager at a municipal engineering firm, Janis's clients were from both the public and private sector. She leveraged GIS to provide a more comprehensive design environment for preliminary engineering projects by improving access to data on existing conditions and increasing visualization capabilities.

Previous to that, Janis was a Regional Coordinator of GIS Services at an international planning and engineering consulting firm, where she managed community planning-related projects and led GIS-related tasks for all types of planning projects, coordinating with staff in other disciplines and offices, and national and international clients. Typical tasks included the integration of GIS, CADD, and imagery into project databases; using spatial analysis to investigate existing conditions, service gaps, development suitability, environmental constraints, and alternative solutions; and developing cartographic solutions adapted to the uniqueness of each project.

Janis has provided both introductory and technical GIS training for clients, contracted with clients to provide on-call GIS assistance, conducted technical training for GIS staff and taught professional growth sessions for engineers on GIS topics. She enjoys participating in mentoring activities and educational events such as career fairs and GIS Day.

Jennifer Mak, AIA, NCARB, LEED Green Associate

Senior Urban Designer, KKC



Jennifer is a highly creative Architect and Planner with 14 years of experience in the public and private sectors. She has been involved in all project aspects from planning and urban design on small and large scale projects through building construction administration in a variety of market types including healthcare, higher education, K-12, aviation, civic, office, transportation, mixed-use, hospitality and residential.

Jennifer is passionate about creating sustainable sites, environments and buildings as well as engaging the community (especially the underserved). She enjoys educating and interacting with stakeholders and transforming their needs and vision into reality while also taking into consideration the impacts that each decision may have on the users, community and the environment.

Jennifer joined Kendig Keast Collaborative (KKC) as a Senior Urban Designer in 2022 and is based in Sugar Land, TX. She works on urban design project components for a range of projects including zoning and land development codes, parks and recreation plans, historic preservation plans, and design guidelines for clients nationwide.

Jennifer began her professional career at Llewelyn-Davies Sahni (LDS), an award-winning, Houston-based architectural, planning and urban design consulting firm. As a Project Manager with the firm, Jennifer worked on a variety of projects including urban design guidelines, framework plans, master plans, strategic plans and various architecture projects. In all planning and urban design projects, Jennifer worked closely with community members and stakeholders to determine the appropriate strategies to implement their vision. In the course of her projects, Jennifer has assisted in visioning exercises and design charrettes with a range of activities including identification of goals and facts; opportunities and constraints identification; developing concepts, site and building plan gaming; and visual preferencing activities. Jennifer synthesized input and presented findings and recommendations to staff, community members, and elected officials.

Jennifer is currently managing an inventory of recreation facilities for a Parks and Recreation Master Plan for Dickinson, Texas, as well as participating in design charrettes and design review for the City's Unified Development Code.

Urban Design, Parks and Open Space, Community Facilities

EDUCATION

- ◆ Bachelor of Architecture, University of Houston, 2008
- ◆ Bachelor of Science, Environmental Design, University of Houston, 2008

PROFESSIONAL REGISTRATION

- ◆ Licensed Architect, Texas #30166, 2022
- ◆ NCARB Certificate, #104764, 2022
- ◆ LEED Green Associate, #10611395, 2021

PROFESSIONAL AFFILIATIONS

- ◆ American Institute of Architects (AIA)
- ◆ American Planning Association (APA)



Visualization and Graphics Support**EDUCATION**

- ◆ Master's Certificate in Landscape Design, Landscape Institute of the Boston Architectural College and Harvard University, 2011
- ◆ Master's Degree in Urban and Regional Planning, Specializing in GIS, Florida Atlantic University, 2005
- ◆ Bachelor's Degree, Aviation Management, Southern Illinois University, 2003

PROFESSIONAL AFFILIATIONS

- ◆ Congress for New Urbanism
- ◆ Urban Land Institute

Luis Mercado

Urban Design Associate, KKC



Luis brings to KKC knowledge and expertise in urban planning, urban design, GIS, multi-disciplinary collaboration and graphic production gained with experience in the public and private sectors.

While previously employed by the City of Tulsa, OK, Luis developed and implemented an urban design studio within the City's Planning Department. He supervised staff in the development of graphic products utilizing GIS, CAD, Sketch-Up, Adobe suite and light rendering software to illustrate design concepts for a variety of projects to solve connectivity issues, to build a sense of place, and to apply the City's planning framework. Luis collaborated with the City's Engineering Department, initially conducting outreach to them to establish a collaborative relationship for street rehabilitation projects. This led to an increased role of the planning department to influence public right-of-way projects during the entire design cycle. He also participated in development review of private projects focused on the City's downtown and negotiated with developers, architects, and engineers to apply established planning policies and urban design best practices.

Additionally, Luis was the Director of Neighborhood Affairs for the City of Berwyn, IL., where he oversaw building department inspectors, applied and interpreted municipal regulations, and fielded complex technical, social and political matters with residents, legal counsel, police and fire departments. Appointed by the Mayor, he collaborated with the Berwyn Development Corporation on planning assignments. He reviewed and determined penalties for code enforcement cases, presenting each case in housing court as prosecutor, negotiating fines, and keeping detailed records of the proceedings. He also conducted outreach at meetings and events sponsored by aldermen and community groups, where he applied fluency in reading, writing and speaking Spanish to communicate with Spanish-speaking residents.

Luis was also a Planner for the City of Dania Beach, FL, where he contributed regulatory language to Dania's TOD ordinance to promote plazas and paseos within the City's urban core. He performed development review in a fast-paced environment, inspected building sites as a zoning officer, and worked with applicants from inception to completion to compile and present variance and special exemption cases at public zoning and commission meetings.

Luis interned throughout his education. With a private urban design firm in Chicago, IL, he actively participated in community meetings with SWOT, brainstorming and vision and goal development exercises; he mapped land use, zoning, urban design and green space for multiple planning and landscape architecture projects; and he provided Spanish-English translation at community meetings. Also in Chicago, as a natural resources planner for the Center for Neighborhood Technology, Luis researched best practices in watershed planning, green infrastructure design, and hydrology analysis; he organized staff discussions to synthesize research findings and innovative new applications; he conducted field and data surveys; and developed a detailed impervious area calculation model to estimate runoff for storm events. As a land designer for a private architecture firm in Somerville, MA, he surveyed sites and produced renderings and construction documents.

Melissa “Missy” S. Quigley, JD

Land Use Attorney, KKC



Missy brings her background in practice as an attorney since 2005, primarily in the public sector, with extensive experience working on behalf of local governments and the State of Texas with matters related to land use and zoning law. Her close work with planning staff, elected officials, citizens, and land use professionals throughout her career has emphasized the importance of client service, public engagement, and the streamlined implementation of regulations that are legally defensible.

Missy has understanding and knowledge of complex areas of local, State and Federal law. She is an expert at taking a complex issue and breaking it down to explain to a wider audience. Because policies and laws change and evolve, she carefully monitors and keeps abreast of legislative actions and significant court decisions so she can continually update KKC staff and their clients. She has made several presentations to City and County officials and local government staff on zoning and planning law, proper use of public funds, Fair Housing Law, ethics, and short term rentals.

She has represented municipalities in various courts to defend and uphold their land use decisions. She has also rewritten zoning codes when the decisions are not upheld to make them compliant with the law. Her diplomatic approach has made her an effective lawyer who strives to satisfy the needs of her clients and to reach better results. As she moved away from litigation, her main focus was engagement on the front end to educate her clients on what was defensible and permissible to avoid litigation.

Prior to joining KKC, Missy was an Assistant Parish Attorney for the Parish of Jefferson, then subsequently an Assistant City Attorney for the City of New Orleans. At the City of New Orleans, she was the dedicated in-house attorney to the planning and historic preservation departments. She drafted zoning ordinances ranging from individual conditional uses to a full zoning code overhaul. Because she was entrenched with a local Planning Commission, she knows the process of developing a code that achieves the goals of the municipality and balances public interests while keeping within the constraints of enabling legislation. She also participated in the process of creating local historic preservation districts, by facilitating public engagement and drafting the necessary legislation while keeping the regulations within the constraints of applicable law.

Because she has worked at the City and County/Parish level, she also has knowledge of all of the inner workings of what make a municipality run well. She has reviewed and drafted contracts for the lease, sale, and purchase of property. She has sat on review selection committees for contracts for city and county services. She also attended City Council meetings, and public hearings for the planning commission and zoning appeal board to advise on open meetings law and to keep those bodies focused on defensible decisions.

Legal Advisor for Planning/Regulatory Matters, Regulations Evaluation

EDUCATION

- ◆ Juris Doctorate, Louisiana State University, 2005
- ◆ Bachelor of Civil Law, Louisiana State University, 2005
- ◆ Bachelor of Arts, Mass Communication, Louisiana State University, 2001

PROFESSIONAL REGISTRATION

- ◆ Texas State Bar Association, 2011
- ◆ Louisiana State Bar Association, 2005

SELECTED SUCCESSFUL ZONING CASES:

- ◆ Tolmas v. Parish of Jefferson 156 So. 2d 992; 47,555 (La. App. 2 Cir. 2/20/2013, rehearing denied)
- ◆ Herman v. City of New Orleans 158 So. 3d. 911; 2014-0891 (La. App. 4 Cir. 1/21/15)
- ◆ Garber v. City of New Orleans 234 So. 3d. 992; 2016-1298 (La. App. 4 Cir. 12/13/17, rehearing denied 12/27/17)



Online Web/Communications Design

EDUCATION

- ◆ B.F.A Communication Design, Texas Tech University

Sharon Cadena

Communications Design Associate, KKC



Sharon is a multi-faceted graphic design and software specialist. She manages a talented creative team of technical writers, web designers, and graphic artists that produce marketing pieces, graphic designs, and web deliverables for Kendig Keast Collaborative and **enCodePlus**, LLC.

Sharon is vital in the creation of branding and visual layout for comprehensive plans, special-area and special-purpose master plans, zoning and land development regulations, reports, presentations, and collateral material. In addition to print layout and design work, she coordinates with other staff for map production and rendering across various digital media and platforms. With her knowledge of web-based languages (i.e. HTML, CSS), she is also responsible for designing and customizing city web templates, complex tables, and information on the **enCodePlus™** client sites. Sharon also provides diagrams and illustrations using 3-D rendering software such as SketchUp.

Sharon, by nature, is a gifted teacher and a clever problem-solver. These traits serve her well in technical training sessions with new **enCodePlus™** clients as well as in collaborating with in-house planning staff for creative solutions to communicate concepts in plans and code.

Previous to joining KKC, Sharon applied her talents as a program ready trainer at Convergys Corporation in Lubbock, Texas, where she coached and supervised customer agents. Prior to that, she was a customer service agent herself, troubleshooting technical, sales, and billing questions. Her professional design experience began while she was still a student at Texas Tech University with an internship at White Sparrow Design, a couture design boutique in Lubbock that specialized in calligraphy and hand-rendered typography. There she provided art direction for photoshoots for digital and print ads, coordinated work with local printers, provided press checks and finalized major print jobs, and designed and produced print ads, web pages, signage, and stationery and other related products, and gained familiarity with a vast spectrum of other deliverables.

Sharon's design and graphics skills are currently being employed in the drafting and development of online publishing in **enCodePlus™** of the Manhattan, KS Unified Development Ordinance and The Charleston County, SC Zoning and Land Development Regulations. Her work can be currently be seen in codes published online in the following **enCodePlus™** sites:

The Harrisburg, North Carolina Unified Development Code: <https://online.encodeplus.com/regs/harrisburg-nc>

The Hays Unified Development Code: <http://online.encodeplus.com/regs/hays-ks/>

Geri E. Boyer, PE

Transportation and Infrastructure Lead, KEG

Geri E. Boyer is Founder and President of Kaskaskia Engineering Group, LLC and is a Professional Engineer licensed in the states of Illinois, Missouri, Iowa, Indiana, Wisconsin, and Minnesota. She spent a substantial portion of her career with IDOT overseeing construction projects, managing the maintenance of a portion of the Illinois State Highway System, and coordinating and reviewing local agency projects from the planning stage to the completion of construction. Over the years, Geri has had the opportunity to manage large transportation projects, commercial and residential site development, and construction inspection projects; participate in land acquisition for a variety of clients; and build infrastructure as a part of larger improvements.

Project Experience

- ◆ **Belleville Comprehensive Plan - Imagine Belleville, Belleville, IL** - Principal-in-Charge - Ms. Boyer managed the update of the City of Belleville's Comprehensive Plan to guide the long-range development of the city. She coordinated the community participation portion of the project which was a year-long process, and included a comprehensive plan advisory committee, joint workshops with the committee, City Council and Planning Commission, community workshops, listening sessions, and an online discussion forum. One goal was to develop a unified vision, guiding principles, and "big picture" recommendations that would provide overarching guidance for current and future decision-makers. Ms. Boyer also led the Growth Capacity and Infrastructure portion of the report depicting the critical components of growth capacity: highways/streets, water, wastewater, and storm drainage infrastructure, parks, bike trails, and public safety services involving police and fire protection. The central focus of this section was Belleville's capacity to accommodate further desired growth and development.
- ◆ **Shrine Missionary Ventures Development, Belleville, IL** - Principal-in-Charge - Ms. Boyer managed the development coordination, design services, and site infrastructure for the development of a 33-acre project site, located at the intersection of Illinois Route 15 and North DeMazenod Drive, immediately north of the National Shrine of Our Lady of the Snows in Belleville. The proposed project features several hotels; a soccer complex; Hofbrauhaus Restaurant and Brewery; gas station/convenience store; and multiple restaurants. Ms. Boyer assisted with the Redevelopment Plan for the development, which was used to record the eligibility for the TIF, provided a plan of action and steps to address the conditions found, and assisted in the development of the area in conformance with the City's Comprehensive Plan. She also led the infrastructure analysis and forecasting needed to support the planned uses of the site.
- ◆ **The Mid-America Medical District (MAMD) Infrastructure Analysis, East St. Louis, IL** - Principal-in-Charge and Project Manager - KEG provided an Infrastructure Analysis Study because the redevelopment and revitalization of the East St. Louis segment of the District will require significant upgrades to the infrastructure supporting the area. The infrastructure analysis included the combined sanitary/storm sewers, natural gas service, the water supply, the roads, and the telecommunications system for the proposed 240-acre site. Infrastructure improvements, alternatives, and proposed cost estimates were also provided as part of the study. All data collected and produced for this report was entered into a database and integrated into a web-based mapping application.

Transportation and Infrastructure

Education

- ◆ Loyola University New Orleans, Masters in Pastoral Studies, 2003
- ◆ Southern Illinois University Edwardsville, Bachelor of Science - Civil Engineering, 1990
- ◆ University of Missouri Rolla Bachelor of Science - Mining Engineering, 1983

Registrations & Certifications

- ◆ Professional Engineer:
 - Illinois (062.050142) 1994
 - Missouri (2006000083) 2005
 - Iowa (21014) 2012
 - Indiana (PE11200537) 2012
 - Minnesota (50987) 2013
 - Oklahoma (27392) 2014
 - Wisconsin (43702-6) 2014
 - Michigan (6201063530) 2016
- ◆ SAVE Value Methodology Associate 201907040
- ◆ FHWA-NHI-134005 Value Engineering Workshop
- ◆ NCEES (47927) 2012
- ◆ Certified Facilitator, Loyola University 1999

Affiliations

- ◆ ACEC - IL
- ◆ Downtown Development and Redevelopment Commission, City of Belleville
- ◆ Economic Development Committee Greater Belleville Chamber of Commerce
- ◆ Illinois Association of County Engineers
- ◆ Illinois Association of Highway Engineers
- ◆ Society of American Military Engineers
- ◆ Associated General Contractors of Illinois
- ◆ Belleville CEO Board



Transportation Planning

Education

- ◆ University of Kansas, Master of Science - Engineering Management, 1996
- ◆ Iowa State University, Bachelor of Science - Civil Engineering, 1986

Registrations & Certifications

- ◆ Professional Engineer:
 - Illinois (062.056526) 2003
 - Indiana (PE 10302158) 2003
 - Kentucky (22952) 2003
 - Minnesota (53375) 2016
 - Missouri (24792) 1991
 - Ohio (PE.67795) 2003
 - Tennessee (00108568) 2003
 - Wisconsin (42250) 2012
 - Texas (87104) 1999

- ◆ NCEES (22591) 2015

Affiliations and Continuing Education

- ◆ Kansas City Engineers Club
- ◆ Institute of Transportation Engineers
- ◆ Transportation Research Board
- ◆ Society of American Military Engineers
- ◆ INDOT LPA Training 2014
- ◆ Purdue Road School 2017
- ◆ Transportation Research Board Conference 2017
- ◆ INDOT NEPA Refresher 2017

Kent Ahrenholtz, PE

Transportation Planning, KEG



Mr. Ahrenholtz is a Principal Engineer and Project Manager with Kaskaskia Engineering Group, LLC (KEG) with over 33 years of transportation and environmental planning experience. He joined KEG in 2013 and offers clients an extraordinary ability for developing innovative solutions to complex and controversial projects. Along with his sensitivity to community needs, Mr. Ahrenholtz has an ability to communicate difficult concepts in ways that people understand. Over the past decade or so, he has focused his attention on leading program management efforts on major transportation projects in Indiana and Illinois, including the Chicago to St. Louis High Speed Rail Tier 2 Environmental Impact Statement (EIS), Iliana Corridor Tiered EIS, and the I-69 Evansville-to-Indianapolis Tier 2 EISs. He also has managed diverse transportation planning and engineering projects throughout the central U.S.

Project Experience

- ◆ **Long Range Transportation Plan (LRTP), IDOT Office of Planning and Programming, Statewide IL** - Principal and Project Manager - Responsible for management, QA/QC, and oversight of the overall team providing planning services in support of an update to the IDOT 2012 LRTP to satisfy both federal and state requirements. The LRTP provides strategic direction for the development of the Illinois transportation system. KEG's tasks included a data review of IDOT's existing supporting plans (i.e. Bicycle Plan, Multimodal Plan, etc.), development of goals and objectives, identification of performance measures and targets in support of the goals and objectives, and recommendations for implementation of the goals and objectives. The five overarching goals/chapters that were the basis to the overall development of the LRTP were economy, livability, mobility, resiliency, and stewardship. The LRTP was approved and distributed in January 2019.
- ◆ **Rondo Land Bridge Feasibility Study, St. Paul, MN** - Principal and Project Manager - Responsible for management, QA/QC, and oversight of overall team providing feasibility study documentation and analysis services for construction of a land bridge over Interstate 94 (I-94) in St. Paul in Ramsey County. The team is preparing a full feasibility study of construction to possibly include residential, commercial, institutional, and park/green space between the I-94/Lexington and I-94/Dale Interchanges. This effort includes engineering, environmental, and economic analysis of the project to determine the feasibility.
- ◆ **WisDOT Transportation Engineering and Programming Study, Statewide WS** - Principal - Responsible for preparation of the transportation planning and programming elements of this comprehensive review of the WisDOT's overall project development process in the legislatively mandated study. KEG reviewed WisDOT standards and best practices; analyzed project selection, scheduling, prioritization and financing; and drafted report sections applicable to each task.
- ◆ **I-66 Corridor and Bowling Green Outer Beltline Planning Studies, Bowling Green, KY** - Project Manager - Provided management and coordination of the planning studies and environmental overviews. As part of this work, Mr. Ahrenholtz analyzed and directed preparation of the horizontal and vertical alignments, preliminary cost estimates, reports, and exhibits for a study of two separate projects in the same general vicinity of southern Kentucky.

Bryan Veale, PE

Utility Coordinator, KEG



Mr. Veale joined Kaskaskia Engineering Group, LLC (KEG) in 2021 having 27 years of experience in civil engineering. His experience includes management of a wide variety of transportation projects from the conception phase through design and construction. These projects include state, municipal, and commercial development. His responsibilities include the management of staff and projects for both the design and preparation of construction plans for road reconstruction and new road construction on new

alignments. These projects include surveying, site design, hydrology, cost estimating, civil design, drainage and sewer design, plan preparation, contract documents, and construction inspection. Mr. Veale is proficient in utility coordination and the supervision of road and bridge construction, including jobsite layout, material inspection and testing, quality control and documentation, and traffic control.

Project Experience

- ◆ **Northside NGA - Utility Coordination** - Project Manager - Oversaw utility coordination and relocation/abandonment design services for redevelopment of an area of North St. Louis. Located in an established, previously developed, urban section of St. Louis City, existing utilities were located within public right-of-ways as well as private easements. KEG worked closely with Ameren Missouri, the St. Louis Metropolitan Sewer District, Laclede Gas, the City of St. Louis Water Department and Street Department, AT&T, Charter and the project developer to identify the existing utilities within the project limits. KEG engineers utilized GIS and CAD models to develop 3D renderings, as well as traditional plan, profiles, and cross sections to determine the locations, both horizontally and vertically, for the relocated utilities along the Cass Avenue utility corridor.
- ◆ **INDOT 2110-03 US 40, Clay County, IN** - Project Manager - KEG provided utility coordination services in support of this pavement improvement project located on US 40 in Clay County, from 0.23 mile east of the SR 340 west junction to the SR 340 east junction. The project was to improve the pavement condition of the mainline and the shoulders, as well as improve ADA accessibility by upgrading curb ramps to current INDOT standards. KEG was tasked with coordinating all utility relocations or adjustments to accommodate the project, which included the preparation of utility work plans and relocation plans and schedules, as well as a master work plan for relocations. Mr. Veale was the main utility coordinator on this project, which included twelve (12) utility companies and preparation of six relocation work plans for the project.
- ◆ **INDOT 2101-15 SR 64 Roundabout, Bretzville Junction, Dubois County, IN** - Project Manager - KEG provided utility coordination services in support of the construction of a new roundabout at Bretzville Junction on SR 64 in Dubois County. Mr. Veale oversaw all utility coordination, which included managing all communication and documentation with the INDOT Vincennes District and eight (8) utilities; preparation of utility verification correspondence and conflict analysis; field checks and on-site meetings; responding to RFI's during the construction process; and preparation of utility work plans, relocation plans and schedules, a master work plan, and transmittal letters. In addition to overall project management, Mr. Veale was responsible for ensuring that all requirements of the INDOT utility coordination process were followed.

Utilities Planning

Education

- ◆ Rose-Hulman Institute of Technology, Bachelor of Science - Civil Engineering, 1997

Registrations & Certifications

- ◆ Professional Engineer:
- ◆ Indiana (PE10201142) 2002
- ◆ INDOT Certified Utility Coordinator 2022

Affiliations and Continuing Education

- ◆ INDOT University Highway Design Conference 2022
- ◆ Indiana Section AWWA - Water Loss Audit 2021
- ◆ Purdue University – Bridge Preservation Activities 2021
- ◆ Purdue University – Road School 2021
- ◆ Purdue University – Road School 2020
- ◆ Road Fabrics Inc. – Interlayers for Asphalt Pavements 2021
- ◆ Purdue University – Our Unique Opportunity to Improve Road Safety 2020
- ◆ Purdue University – Right-of-Way Plant Concerns 2020
- ◆ Purdue University – Snowplow Onsite
- ◆ Purdue University – What you Need to Know about Signs, Signals, & Other Traffic Control Devices 2021
- ◆ Purdue University – How Enhanced Pavement Markings Can Save You Money and Save Lives 2021



Environmental Planning**Education**

- ◆ Fontbonne University, Master of Business Administration, 2009
- ◆ Iowa State University, Bachelor of Science - Community and Regional Planning, 2000

Registrations & Certifications

- ◆ RABQSA EMS ISO 14001

Certified Affiliations and Continuing Education

- ◆ American Planning Association (APA)
- ◆ Transportation Engineer's Association of Metropolitan St. Louis (TEAM)
- ◆ Women's Transportation Seminar (WTS)
- ◆ NEPA Refresher 2015
- ◆ NEPA and Transportation Decision Making 2013 (NHI)
- ◆ NEPA and Transportation Decision Making 2013 (FHWA)
- ◆ NEPA and the INDOT Transportation Decision Making Process 2013
- ◆ Environmental Management Systems Lead Auditor Training 2011
- ◆ Creating and Editing Parcels in ArcGIS 2006
- ◆ Managing Environmental and Project Development Process 2004
- ◆ Categorical Exclusion Training 2001

Molly Barletta

Environmental Planning, KEG



Ms. Barletta joined Kaskaskia Engineering Group, LLC (KEG) in 2013 having 12 years of experience in transportation, military, and environmental planning for urban, regional, municipal, and federal agencies; land development; and mixed use projects. She has significant experience in managing, writing, and reviewing National Environmental Policy Act (NEPA) documents; evaluating government planning-related documents and reports; comprehensive knowledge of business development, project budgeting, contracts, design development, and quality control; client presentations and stakeholder mediation with federal government and military clients; and possesses the ability to translate information, develop insights, and work alongside clients at project sites.

Project Experience

- ◆ **Milwaukee East-West Bus Rapid Transit (BRT) Environmental Assessment (EA), Milwaukee, WI** - Project Senior Planner - Provided environmental documentation services in support of the completion of an EA of the East-West BRT project in Milwaukee. The EA outlined the Federal Transit Authority's and Milwaukee Transport Service's planned 9-mile regional, modern transit service connecting major employment, education and recreation destinations via improved access to the region's most vital, most traveled, and most congested corridor. The EA's preferred alternative is proposed to operate along existing roads in either mixed traffic lanes or dedicated transit lanes, depending on the location. KEG's scope included preparation and execution of the following sections of the EA: Neighborhoods and Community Facilities Impacts, Indirect and Cumulative Impacts, Air Quality Impacts, Threatened and Endangered Species Impacts, Section 4(f) Resource Impacts, and Environmental Justice. Each section included a detailed discussion of methodology, affected environment, impacts, and suggested avoidance, minimization and/or mitigation actions.
- ◆ **I-66 Corridor Study, Various Counties, IL** - Public Involvement Planner/Senior Environmental Scientist - Responsible for the overall review of associated NEPA and technical documents prepared by the project team in an effort to complete the overall study, as well as participating in the project's public involvement efforts. Public involvement efforts included coordination of stakeholder meetings, assisting with the project's CAG and PSG meetings, and review of the project's website content.
- ◆ **Park-and-Ride Planning Study and Model Update, Minneapolis/St. Paul, MN** - Project Manager - Provided planning services, in support of an update of the Minneapolis/St. Paul Metropolitan Council Travel Demand Model (TDM). In addition to significant changes in population, employment, and new transit corridors/service over the last decade, the Metropolitan Council sought to understand the impact to park-and-ride demand from new, and constantly changing, advanced technologies, transportation network companies (Uber/Lyft), autonomous vehicles, and employment locations. The Metropolitan Council desired to account for these in the park-and-ride demand model, and they desired a model more user friendly, effective, and responsive to individual site and regional influences. Ms. Barletta's tasks included leading a peer/region agency review of existing park-and-ride TDMs to identify models for evaluation, and assisting in the evaluation of the Metropolitan Council's park-and-ride TDM.

APPENDIX C

INSURANCE CERTIFICATE

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KENDKEA-01

KFLORES

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

10/13/2022

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Texas Associates Insurors 1120 Capital of TX Hwy South Bldg 3-300 Austin, TX 78746	CONTACT NAME: Kimberly S Flores	
	PHONE (A/C, No, Ext): (979) 475-1172 FAX (A/C, No):	
	E-MAIL ADDRESS: kimberlyf@txassoc.com	
	INSURER(S) AFFORDING COVERAGE	NAIC #
	INSURER A : Continental Casualty Company	20443
INSURED Kendig Keast Collaborative 1415 Hwy 6 South #A300 Sugar Land, TX 77478	INSURER B : National Fire Insurance Company of Hartford	20478
	INSURER C : The Continental Insurance Company	35289
	INSURER D : Allied World Surplus Lines Insurance Company	24319
	INSURER E :	
	INSURER F :	

COVERAGES

CERTIFICATE NUMBER:

REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	☒ COMMERCIAL GENERAL LIABILITY ☐ CLAIMS-MADE ☒ OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: ☐ POLICY ☐ PRO-JECT ☐ LOC OTHER:			4017981888	1/16/2022	1/16/2023	EACH OCCURRENCE \$ 1,000,000
							DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 300,000
							MED EXP (Any one person) \$ 10,000
							PERSONAL & ADV INJURY \$ 1,000,000
							GENERAL AGGREGATE \$ 2,000,000
							PRODUCTS - COMP/OP AGG \$ 2,000,000
							\$
B	☒ AUTOMOBILE LIABILITY ☒ ANY AUTO ☐ OWNED AUTOS ONLY ☐ SCHEDULED AUTOS ☐ HIRED AUTOS ONLY ☐ NON-OWNED AUTOS ONLY			4017981891	1/16/2022	1/16/2023	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000
							BODILY INJURY (Per person) \$
							BODILY INJURY (Per accident) \$
							PROPERTY DAMAGE (Per accident) \$
							\$
							\$
A	☒ UMBRELLA LIAB ☒ OCCUR ☐ EXCESS LIAB ☐ CLAIMS-MADE DED ☒ RETENTION \$ 10,000			4017983253	1/16/2022	1/16/2023	EACH OCCURRENCE \$ 2,000,000
							AGGREGATE \$ 2,000,000
							\$
C	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) ☐ Y / N If yes, describe under DESCRIPTION OF OPERATIONS below		N / A	4017979512	1/16/2022	1/16/2023	☒ PER STATUTE ☐ OTH-ER
							E.L. EACH ACCIDENT \$ 1,000,000
							E.L. DISEASE - EA EMPLOYEE \$ 1,000,000
							E.L. DISEASE - POLICY LIMIT \$ 1,000,000
D	Errors & Omissions			03052601	1/16/2022	1/16/2023	Limit 2,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

CERTIFICATE HOLDER

CANCELLATION

City of Paducah, McCracken County and their Divisions & Subsidiaries
300 South 5th Street
Paducah, KY 42002-2267

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE



Agenda Action Form

Paducah City Commission

Meeting Date: February 28, 2023

Short Title: Approve the Consensual Annexation of 2631 Holt Road - **J. SOMMER**

Category: Ordinance

Staff Work By: Josh Sommer,
Nicholas Hutchison
Presentation By: Josh Sommer

Background Information: The property owner, Dr. Daniel Jones, has requested annexation into the City of Paducah. The total area proposed to be annexed is 3.71 acres. Upon annexation, the property will be referred to the Paducah Planning Commission to assign an initial zoning classification, said classification is proposed to be B-3 General Business Zone at this time.

Does this Agenda Action Item align with a Commission Priority? Yes

If yes, please list the Commission Priority: [Commission Priorities List](#) Yes, Community Growth

Communications Plan:

Funds Available: Account Name:
Account Number:

Staff Recommendation: Approval

Attachments:

1. City Annex 2631 Holt Rd
2. ANNEXATION PLAT NEW HOLT ROAD
3. LEGAL DESCRIPTION - ANNEXATION
4. ORD Annex – Consensual 2631 Holt Road

October 12, 2022

City of Paducah Planning Department
Attn: Joshua P. Sommer
300 South 5th Street
Paducah, KY 42003

Re: Annexation request

Dear Josh:

I, Dr. Daniel Jones, am requesting annexation of 2631 Holt Road into the City of Paducah, pursuant to KRS 81A.412. This parcel totals approximately 3.7 acres and meets the requirement of KRS 81A.410. I request to utilize the City of Paducah Real Estate property tax incentive for this property and the sanitation incentive for my property at 2670 New Holt Road. It is further requested that this parcel be zoned General Business Zone (B-3).

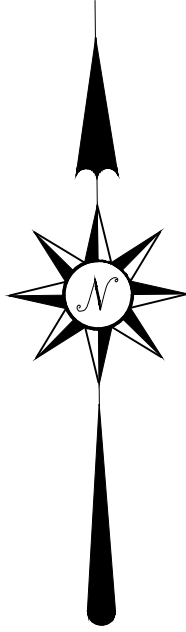
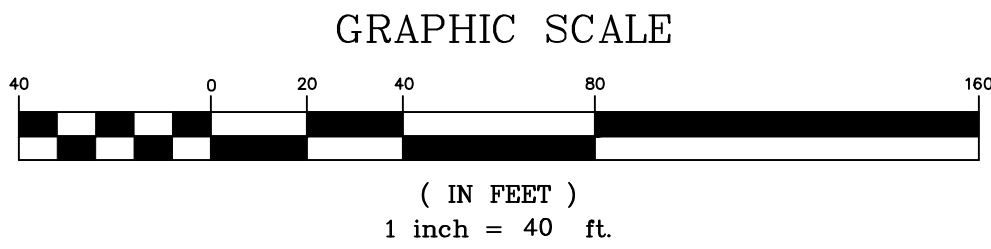
Thank you,

Dr. Daniel Jones

10-19-22

LEGEND

- STEEL ROD, 1/2"x24" WITH PLASTIC CAP
STAMPED "3861" SET AT TIME OF SURVEY.
- ⊙ PROPERTY CORNER FOUND
- CONCRETE MONUMENT FOUND
- - - - - EXISTING ROAD CENTERLINE
- - CITY LIMITS LINE
- - - - - SUBJECT PROPERTY LINE
- NO CORNER SET
- ℞ PROPERTY LINE
- ℄ CENTERLINE
- R.O.W RIGHT-OF-WAY



BASIS OF BEARINGS:
ALL BEARINGS SHOWN ON THIS DRAWING
ARE BASED UPON KENTUCKY SOUTH
ZONE-1602, NAD 83

SURVEYOR'S CERTIFICATE

TO: GO BIG BLUE PROPERTIES, LLC
2670-D NEW HOLT ROAD
PADUCAH, KENTUCKY 42001

I HEREBY CERTIFY THAT THE SURVEY DEPICTED BY THIS PLAT WAS
DONE BY PERSONS UNDER MY DIRECT SUPERVISION. THE SURVEY AS
SHOWN HEREON IS A CLASS "URBAN" SURVEY AND THE ACCURACY
AND PRECISION OF SAID SURVEY MEETS ALL SPECIFICATIONS OF THIS
CLASS.

THIS PLAT REPRESENTS A SURVEY MADE UNDER MY SUPERVISION
IN ACCORDANCE WITH ACCEPTABLE PROFESSIONAL STANDARDS BY
THE METHOD OF RANDOM TRAVERSE WITH SIDESHOTS HAVING AN
UNADJUSTED CLOSURE RATIO OF 1: WITH NO
ADJUSTMENT OF THE ANGULAR AND LINEAR DIMENSIONS HEREON
INDICATED. FOR AN URBAN SURVEY AS DEFINED BY THE MINIMUM
STANDARDS OF PRACTICE FOR LAND SURVEYING IN KENTUCKY,
THE INFORMATION SHOWN BY THIS PLAT BEING TRUE AND
ACCURATE TO THE BEST OF MY KNOWLEDGE AND BELIEF.

JANUARY 12, 2023
DATE OF SURVEY COMPLETION

DATE OF SIGNATURE

KENTUCKY PROFESSIONAL LAND SURVEYOR #3861



LOCATION MAP
NOT TO SCALE

GENERAL NOTES

FLOOD NOTE:

THIS PROPERTY IS LOCATED IN FLOOD ZONE "X" (AREAS DETERMINED TO
BE OUTSIDE THE 0.2% ANNUAL CHANCE FLOODPLAIN) AS SHOWN ON
FLOOD INSURANCE RATE MAP FOR McCRACKEN COUNTY - PANEL NUMBER
21145C0129F, DATED NOVEMBER 2, 2011.

SOURCE OF TITLE:

McCRACKEN COUNTY KENTUCKY COURT CLERKS OFFICE
DEED BOOK 1425, PAGE 691

OWNERS:

GO BIG BLUE PROPERTIES, LLC
2670-D NEW HOLT ROAD
PADUCAH, KENTUCKY 42001

CLIENT:

CITY OF PADUCAH
300 SOUTH 5TH STREET
P.O. BOX 2267
PADUCAH, KENTUCKY 42002-2267

SANITARY SEWER & PUBLIC WATER NOTE:

SUBJECT PROPERTY IS SERVED WITH SANITARY SEWERS BY PADUCAH-
McCRACKEN JOINT SEWER AGENCY.

SUBJECT PROPERTY IS SERVED BY PADUCAH WATER.

THERE WERE NO CEMETERIES OR GRAVE SITES FOUND DURING
INSPECTION OF THIS PROPERTY DURING THIS SURVEY.

PROPERTY ZONE:

THE PROPERTY SHOWN HEREON IS ZONED COMMERCIAL BY THE
McCRACKEN COUNTY ZONING ORDINANCE.

MINIMUM YARD REQUIREMENTS ARE AS FOLLOWS:

FRONT YARD: 50 FEET
SIDE YARD: 8 FEET
REAR YARD: 25 FEET

MINIMUM AREA REQUIREMENTS

MINIMUM LOT AREA: 7,500 SQUARE FEET

THIS SURVEY WAS CONDUCTED WITHOUT THE BENEFIT OF A TITLE OPINION.
A DILIGENT EFFORT WAS MADE AT THE TIME OF THIS SURVEY TO OBTAIN
AND SHOW RIGHTS OF WAY, EASEMENTS, AND RESTRICTIONS PERTAINING
TO THIS PROPERTY, HOWEVER THIS SURVEY IS SUBJECT TO THE FINDINGS
THAT WOULD BE REVEALED IN AN ACCURATE TITLE OPINION.

MAYOR'S CERTIFICATE OF
DEDICATION APPROVAL

UNDER AUTHORITY PROVIDED BY CHAPTER 81A OF THE KENTUCKY
REVISED STATUTES, I, _____ MAYOR, ON
BEHALF OF THE CITY OF PADUCAH, HEREBY CERTIFY THAT THE
PROPOSED PLAT OF ANNEXATION S SHOWN HEREON HAS BEEN FOUND
TO BE BENEFICIAL TO THE PUBLIC INTEREST AND IS ACCEPTED BY
THE CITY OF PADUCAH, KENTUCKY IN ACCORDANCE WITH ORDINANCE
_____ADOPTED AT A MEETING HELD ON _____

MAYOR, CITY OF PADUCAH

CERTIFICATE OF RECORDING

"STATE OF KENTUCKY, COUNTY OF McCRACKEN"

I, _____, CLERK FOR THE COUNTY AND STATE AFORESAID DO
HEREBY CERTIFY THAT THIS PLAT WAS THIS DAY LODGED IN MY OFFICE FOR RECORD AND
THAT I HAVE RECORDED SAME WITH THIS AND THE FOREGOING CERTIFICATE IN MY OFFICE.

GIVEN UNDER MY HAND AND SEAL THIS THE _____ DAY OF _____

BY _____

ANNEXATION PLAT

THE PLAT OF SURVEY SHOWN HEREON REPRESENTS A
BOUNDARY SURVEY AND COMPLIES WITH 201 KAR 18:150

PROPERTY OF:

GO BIG BLUE PROPERTIES, LLC
LOCATED AT : 2631 HOLT ROAD
McCRACKEN COUNTY, KENTUCKY

PROJECT NO. :	22204
DATE:	01/12/2023
DRAWN BY:	DG
CHECKED BY:	SCC
REV.	DESCRIPTION

SHEET

1

OF 1

ORDINANCE NO. 2023-____ - _____

AN ORDINANCE EXTENDING THE BOUNDARY OF THE CITY OF PADUCAH, KENTUCKY, BY ANNEXING CERTAIN PROPERTY LYING ADJACENT TO THE CORPORATE LIMITS OF THE CITY OF PADUCAH, AND DEFINING ACCURATELY THE BOUNDARY OF SAID PROPERTY TO BE INCLUDED WITHIN THE SAID CORPORATE LIMITS

WHEREAS, the property, approximately 3.71 acres of land located at 2631 Holt Road, is contiguous to the boundaries of the City of Paducah and particularly and accurately set out in the legal description below; and

WHEREAS, said property is suitable for development for urban purposes without unreasonable delay because of population density, commercial, industrial, or governmental use of land, or subdivision of land; and

WHEREAS, said property does not include any territory that is already within the jurisdiction of another incorporated city, or another county; and

WHEREAS, said property is not part of an agricultural district formed pursuant to KRS 262.850(10); and

WHEREAS, the owners of said property, Dr. Daniel Jones, has requested said consensual annexation in writing to the Board of Commissioners; and

WHEREAS, pursuant to KRS 81A.412, a city may annex any area that meets the requirements of KRS 81A.410 if each of the landowners in the area to be annexed gives prior written consent to the annexation; and

WHEREAS, the City of Paducah now wishes to enact a single ordinance annexing the land described herein.

NOW, THEREFORE, BE IT ORDAINED BY THE CITY OF PADUCAH, KENTUCKY:

SECTION 1. The City of Paducah, Kentucky, annexes into the corporate limits and makes a part of the City of Paducah, Kentucky, said real property being more particularly and accurately described as follows:

LEGAL DESCRIPTION

Lying between New Holt Road and Brewer Lane (formerly Holt Road) and being the Go Big Blue Properties, LLC property recorded in Deed Book 1425, page 691, McCracken County Clerk's office, McCracken County, Kentucky and more particularly bounded and described as follows to wit:

Beginning at an existing 5" x 12" stone in the West right-of-way line of Brewer Lane, said point being N 81°17'04" W 18.22 feet from a point in the centerline of said Brewer Lane that is 427.9 feet as measured Northwardly along said centerline from its intersection with the centerline of Willow Spring Cove and also having

Kentucky State Plane Coordinates (South Zone 1602 – NAD 83) of Northing 1921504.730 and Easting 782538.672; THENCE FROM SAID POINT OF BEGINNING N 81°17'04" W with the North line of the M & N Real Estate LLC property per Deed Book 1400, page 213 a distance of 335.41 feet to a ½" rebar with cap 3861 set at property corner and witnessed by a 4" disturbed iron pipe lying 1 foot South of said property corner; thence N 81°04'55" W and continuing with the North line of said M & N Real Estate LLC property per Deed Book 1400, page 213 and shown as Tract 1 per Plat Section "M", page 624 a distance of 361.71 feet to an existing ½" rebar with cap 2105 at the Northwest corner of said M & N Real Estate LLC property per Tract 1, Plat Section "M" and in the Southeasterly right-of-way line of New Holt Road; thence Northeastwardly with the Southeasterly right-of-way line of said New Holt Road (a chord being N 39°46'53" E 306.47 feet) a distance of 307.09 feet to an existing ½" rebar with aluminum cap at the Southwesterly corner of the O.J. Real Estate LLC property per Deed Book 1293, page 698; thence S 81°11'47" E with the South line of said O.J. Real Estate LLC Property 516.88 feet to a ½" rebar with cap 3861 set at the Southeast corner thereof and in the West right-of-way line of aforesaid Brewer Lane; thence S 3°54'47" W with the West right-of-way line of said Brewer Lane 263.93 feet to the Point of Beginning and containing 3.71 Acres as shown on Annexation Plat for "Go Big Blue Properties, LLC" prepared by Siteworx Survey and Design LLC dated January 13, 2023.

SECTION 2. The City of Paducah hereby declares it desirable to annex the property described in Section 1 above.

SECTION 3. If any section or portion of this ordinance is for any reason held to be invalid or unconstitutional by a decision of a court of competent jurisdiction, that section or portion shall be deemed severable and shall not affect the validity of the remaining sections of the ordinance.

SECTION 4. All ordinances or parts of ordinances in conflict herewith are to the extent of such conflict hereby repealed.

SECTION 5. This ordinance shall be read on two separate days and will become effective upon summary publication pursuant to KRS Chapter 424.

George Bray, Mayor

ATTEST:

Lindsay Parish, City Clerk

Introduced by the Board of Commissioners, February 28, 2023
Adopted by the Board of Commissioners, _____
Recorded by Paducah City Clerk, _____
Published by *The Paducah Sun*, _____
ORD\Plan\Annex – Consensual 2631 Holt Road

CERTIFICATION

I, Lindsay Parish, hereby certify that I am the duly qualified and acting Clerk of the City of Paducah, Kentucky and that the foregoing is a full, true and correct copy of Ordinance _____ adopted by the Board of Commissioners of the City of Paducah at a meeting held on _____.

WITNESS, my hand and seal of the City of Paducah, this _____ day of _____, 2023.

Lindsay Parish, City Clerk

Agenda Action Form

Paducah City Commission

Meeting Date: February 28, 2023

Short Title: Approve a Telecommunications Franchise Agreement with OpenFiber Kentucky Company, LLC dba Accelecom - **M. SMOLEN**

Category: Ordinance

Staff Work By: Daron Jordan, Michelle Smolen, Lindsay Parish, Rick Murphy
Presentation By: Michelle Smolen

Background Information: On August 9, 2022, the City Commission adopted Ordinance No. 2022-08-8745 which repealed and replaced Chapter 108 "Telecommunications" of the Code of Ordinances of the City of Paducah. The City issued and advertised a Request for Proposals for non-exclusive telecommunications franchises in accordance with Municipal Order No. 2658 on October 21, 2022. The City of Paducah received an application from OpenFiber Kentucky and requested an addendum. The City found their application with the addendum to be in compliance with Chapter 108. The working group recommends the Board of Commissioners execute a ten-year, non-exclusive franchise agreement with OpenFiber Kentucky Company.

Does this Agenda Action Item align with a Commission Priority? No

If yes, please list the Commission Priority:

Communications Plan:

Funds Available: Account Name:
Account Number:

Staff Recommendation: Approve a Telecommunications Franchise Agreement with OpenFiber Kentucky Company, LLC dba Accelecom

Attachments:

1. ORD Telecommunications Open Fiber Kentucky 2023
2. OFKY Paducah Franchise Agreement

ORDINANCE 2023-____ - _____

AN ORDINANCE GRANTING A NON-EXCLUSIVE FRANCHISE FOR A TERM OF TEN (10) YEARS FOR A TELECOMMUNICATIONS SYSTEM WITHIN THE CONFINES OF THE CITY OF PADUCAH, KENTUCKY TO OPENFIBER KENTUCKY COMPANY, PURSUANT TO THE TERMS AND PROVISIONS OF CHAPTER 108 “TELECOMMUNICATIONS” OF THE CODE OF ORDINANCES, AND APPROVING AND AUTHORIZING THE MAYOR TO EXECUTE THE FRANCHISE AGREEMENT WITH OPENFIBER KENTUCKY COMPANY AND ALL OTHER DOCUMENTS RELATED TO SAME

WHEREAS, by Chapter 108 "Telecommunications" of the Code of Ordinances, which was repealed and replaced on August 9, 2022, the City of Paducah, Kentucky (the “City”) created a ten (10) year, non-exclusive franchise for a telecommunications system within the confines of Paducah; and

WHEREAS, on October 21, 2022, the City offered at bid a non-exclusive telecommunications franchise pursuant to Chapter 108 "Telecommunications" of the Code of Ordinances; and

WHEREAS, after publication of said advertisement, the City received a bid from OpenFiber Kentucky Company, LLC dba Accelecom (hereinafter “Accelecom”).

NOW THEREFORE, BE IT ORDAINED BY THE CITY OF PADUCAH, KENTUCKY:

SECTION 1. Bid Acceptance. That the City of Paducah hereby accepts the bid of Accelecom for a non-exclusive telecommunications franchise within the City of Paducah, said bid being in substantial compliance with bid specifications, and as contained in the bid of Accelecom of November 11, 2022.

SECTION 2. Franchise Award. That a ten (10) year, non-exclusive telecommunications franchise created by Chapter 108 "Telecommunications" of the Code of Ordinances be, and it hereby is, awarded to Accelecom.

SECTION 3. Authorized Signatures. The Mayor is hereby authorized, by and on behalf of the City, to execute the Franchise Agreement between the City of Paducah,

Kentucky, and Accelecom, in substantially the form attached hereto and made part hereof (Exhibit A), and all other documents related to same.

SECTION 4. Incorporation by Reference. That the statements set forth in the Preamble to this Ordinance are hereby incorporated in this Ordinance by reference, the same as if set forth at length herein.

SECTION 5. Severability. That if any section, paragraph or provision of this ordinance shall be found to be inoperative, ineffective or invalid for any cause, the deficiency or invalidity of such section, paragraph or provision shall not affect any other section, paragraph or provision hereof, it being the purpose and intent of this ordinance to make each and every section paragraph and provision hereof separable from all other sections, paragraphs and provisions.

SECTION 6. Open Meetings. The City Commission hereby finds and determines that all formal actions relative to the adoption of this Ordinance were taken in an open meeting of this City Commission, and that all deliberations of this City Commission and of its committees, if any, which resulted in formal action, were in meetings open to the public, in full compliance with applicable legal requirements.

SECTION 7. Effective Date. This ordinance shall be read on two separate days and will become effective upon summary publication pursuant to KRS Chapter 424.

George P. Bray, Mayor

ATTEST:

Lindsay Parish, City Clerk

Introduced by the Board of Commissioners, _____

Adopted by the Board of Commissioners, _____

Recorded by Lindsay Parish, City Clerk, _____

Published by The Paducah Sun, _____

\\ord\\Telecommunications OpenFiber Kentucky 2023

Exhibit A
Franchise Agreement

FRANCHISE AGREEMENT

THIS FRANCHISE AGREEMENT is effective this _____ day of _____, 2023, by and between the City of Paducah, a political subdivision of the Commonwealth of Kentucky, and OpenFiber Kentucky Company, LLC dba Accelecom (hereinafter "Accelecom"), a Kentucky limited liability company.

WITNESSETH:

WHEREAS, on August 9, 2022, the Paducah City Commission repealed and replaced Chapter 108 "Telecommunications" of the Code of Ordinances and created a ten (10) year, non-exclusive franchise for a telecommunications system within the confines of the City of Paducah; and

WHEREAS, on October 21, 2022, the City of Paducah offered at bid a non-exclusive telecommunications franchise pursuant to Chapter 108 "Telecommunications" of the Code of Ordinances; and

WHEREAS, by Ordinance No. _____, the City of Paducah accepted the bid of Accelecom to acquire said franchise; and

WHEREAS, The City of Paducah and Accelecom have entered into this Franchise Agreement to memorialize the grant by the City of Paducah to Accelecom of said franchise subject to the terms and conditions reflected in Chapter 108 "Telecommunications" of the Code of Ordinances.

NOW THEREFORE, for and in consideration of the mutual covenants and agreements contained herein the receipt and sufficiency of which are hereby acknowledged, the City of Paducah and Accelecom hereby agree to incorporate the foregoing recitals as if fully set forth herein and further agree as follows:

1. Chapter 108 "Telecommunications" of the Code of Ordinances is incorporated herein by reference in its entirety and shall apply as if fully set forth herein.

2. Accelecom's bid for said franchise, Accelcom's application, and any addendum to said application, which are attached hereto as Exhibit "A", is incorporated herein by reference in its entirety and shall apply as if fully set forth herein.

3. Ordinance No. _____, by which the Paducah Board of Commissioners approved this Franchise Agreement, is incorporated herein by reference in its entirety and shall apply as if fully set forth herein.

4. The City of Paducah has granted unto Accelcom a non-exclusive franchise for a telecommunications system within the confines of the City of Paducah, for a term of ten (10) years, subject to the provisions of Chapter 108 "Telecommunications" of the Code of Ordinances.

5. The franchise memorialized in this Franchise Agreement shall commence upon the effective date of this agreement, and shall expire as provided in the terms and provisions of Chapter 108 "Telecommunications" of the Code of Ordinances.

6. Accelecom does hereby bind itself, its successors and assigns, to faithfully and fully perform each and every condition of said franchise as memorialized in this Franchise Agreement, and further to faithfully perform all acts required of it pursuant to said franchise.

7. This Franchise Agreement memorializes the agreement between the parties contained and embodied in Chapter 108 "Telecommunications" of the Code of Ordinances and shall be binding upon and inure to the benefit of the respective successors in interest to the parties hereto.

8. Notwithstanding any other provision in Chapter 108 "Telecommunications" of the Code of Ordinances to the contrary, the parties agree that ninety (90) days prior to any proposed construction in the City of Paducah, Accelecom shall submit all applicable engineering drawings and documents required to comply with Chapter 98 Article III of the City of Paducah's Code of Ordinances for review by the City of Paducah's Engineering Department. Before proceeding with any construction in the City's rights of ways, Accelecom shall be required to obtain written approval from the City of Paducah's Engineering Department for said proposed construction.

IN WITNESS, WHEREOF, The City of Paducah and Accelecom have executed this Franchise Agreement as their free and voluntary act and deed effective as of the day and year first above written.

[Signatures on following page]

City of Paducah

BY: _____
MAYOR

ATTEST:

CITY CLERK

OpenFiber Kentucky Company, LLC dba Accelecom

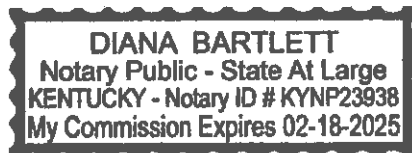
BY: _____

TITLE: _____ CEO

STATE OF KY)
COUNTY OF Jefferson)

The foregoing Franchise Agreement was subscribed, sworn to and acknowledged before me
by Brad Kilbey, as CEO (title), of OpenFiber Kentucky
Company, LLC dba Accelecom on this the 21 day of March, 2023.

My commission expires: _____



Diana Bartlett
NOTARY PUBLIC

Exhibit A
Bid Application and any Addendum